

**TWENTY-NINTH ANNUAL REPORT**  
**1982-83**

**PRESENTED TO THE ANNUAL MEETING OF THE  
GENERAL BODY ON THE 9th OCTOBER, 1983**



**THE INDIAN INSTITUTE OF PUBLIC ADMINISTRATION**  
**INDRAPRASTHA ESTATE, RING ROAD, NEW DELHI-110002**



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# TWENTY-NINTH ANNUAL REPORT

1982-83

## INTRODUCTION

The Institute has completed twenty-nine years of its functioning.

During the year under report, the Institute has continued to extend the range of its activities under training, research studies, consultancy and publications as also in respect of workshops, seminars and conferences on different aspects of Public Administration.

As in the previous years, research and consultancy assignments remained attuned to problem solving approach. They seek to respond to the felt needs of various organisations. There has also been increasing involvement in studies concerning the impact of developmental programmes on the rural sector. Other research activities and consultancies concern themselves with important problems such as those associated with urbanisation and environment of industrial policies and procedures. In terms of relevance and utility, the training programmes benefit directly from the findings derived and experiences gained from research and consultancies.

Eleven research and consultancy assignments were completed during 1982-83 (Details at pages 36-39).

Among 28 research and consultancy projects in progress are several on behalf of the Government of India, State Governments and Public Sector Undertakings. Negotiations are under way for several new consultancy and research projects.

## TRAINING PROGRAMMES

During the year under review, the Institute apart from the 8th Advanced Professional Programme in Public Administration, conducted 21 Management Orientation Programmes, 7 Special Programmes, 12 Management Development Programmes and 15 Sponsored Programmes which included an Appreciation course on 'Development and the Environment' sponsored by the Department of Environment, Government of India from February 21-March 2, 1983 and the Course on 'Ethics and Administration' from April 21-30, 1982. The Institute's Centre for Urban Studies organised 8 training programmes covering various facets of Urban Administration. In all 1324 participants participated in the training programmes.

The Advanced Professional Programme in Public Administration, eighth in the series, was successfully concluded on March 31, 1983. Twenty-nine officers participated in the programme. As mentioned elsewhere in the report, the arrangement worked out with the Punjab University to award M. Phil

Degree to the Post-Graduate participants of the Advanced Professional Programme in Public Administration, recognition to IIPA as Advanced Centre for Research for Doctoral and post-doctoral work and exchange of faculty was approved by the Executive Council.

#### SEMINARS AND CONFERENCES

During the year, eight Seminars, Conferences and Workshops were conducted. Of these, mention may be made of the following:

1. Second National Symposium on 'Project-Management Organisation systems and Procedures' from April 9-10, 1982, in association with the Project Management Association
2. Orientation seminar on 'India's Policy on Environment.' from April 12-13, 1982, sponsored by the Department of Environment, Government of India
3. Workshop on 'Case Studies' from April 22-24, 1982
4. National workshop on 'Appraisal and Selection of Investment Proposals' from April 27-29, 1982
5. Workshop on 'Urban Land Policy' from March 24-26, 1983 organised by the Centre for Urban Studies.

#### COMMITTEE ON CASE STUDIES

The Committee on Case Studies continued its programme with Prof. M.V. Mathur as Chairman and Director P.R. Dubhashi as Project Director.

During the year, a three-day national level workshop on Case Studies was held from April 22-24, 1982. The following volumes were published:

- 1) Case Studies for Training in Public Administration: A Report
- 11) Case Studies in Public Administration - An Analytical Guide

#### PUBLICATIONS

The periodicals and other publications of the Institute have maintained their standard and appreciated by the readers. The Institute's Journal, 'Indian Journal of Public Administration' continues to get recognition all over the country and abroad. The subject for the special number brought out in 1982 was 'Productivity in Public Administration : Concept and Application'.

Four issues of 'Nagarlok' were brought out during the year, two special numbers on different topics: 'Urban Shelter' and 'Urban Federalism'.

The Institute brought out 9 other publications. Some of these are mentioned below.

- 1) Police Administration - Ed. T.N. Chaturvedi and S. Venugopal Rao
- 11) Grammar of Planning - P.R. Dubhashi
- 111) Issues In-Service Training-Ed. Hari Mohan Mathur

- iv) Dependence and Dominance Political Economy of a Tribal Commodity - K.N. Kabra
- v) Case Studies in Public Administration - An Analytical Guide - Jaideep Singh

## LIBRARY

The library facilities were availed of by 2975 persons comprising of members of IIPA, members of Faculty and Staff of the Institute; participants of various training programmes and research scholars. At the close of the year, the library had 1,48,608 volumes.

## REGIONAL AND LOCAL BRANCHES

During the year, a local branch of the Institute was set up at Jabalpur. With this, there are now 14 regional and 27 local branches. Some of the regional and local branches were very active during the period under review.

A meeting of the Chairmen and Office-bearers of the Regional and Local Branches was convened on October 23, 1982, and discussed measures to activate the branches.

Some of the members of the Executive Council of the Institute, Director and the members of the Faculty visited various branches and participated in their activities.

Efforts will be continued to develop and strengthen the branches which play an important role in the context of the objectives of the Institute.

## REVIEW COMMITTEE

A Review committee was constituted by the Chairman of the Institute for reviewing the activities of the Institute. The Committee has held a number of meetings and will make an overall assessment of the Institute's activities in the areas of training, research, consultancy, seminars/conferences, publications, etc. and will also deal with the Institute's relationship with the Government, Universities and various academic and research Institutes, organisation and personnel of the Institute, finances of the Institute etc.

## ENDOWMENT FUND

The Silver Jubilee Fund was created during the Silver Jubilee year of the Institute. Contributions of Rs. 5,65,000 were received from the State Governments of Karnataka (Rs. 5 lacs), Kerala (Rs. 50,000), Rajasthan (Rs. 10,000), and Jammu & Kashmir (Rs. 5,000), towards the Silver Jubilee Fund. During the year, the Executive Council of the Institute decided to establish an Endowment Fund out of the receipts of the Silver Jubilee Fund. Other State Governments were requested to contribute to this Endowment Fund. Contributions towards this Endowment Fund have so far been received from Tamil Nadu (Rs. 1 lakh), Haryana (Rs. 1 lakh), Himachal Pradesh (Rs. 1 lakh), Madhya Pradesh (Rs. 50,000) and Gujarat (Rs. 50,000). The interest accruing from the invest-

ments of this Fund will be utilised for the purposes, such as, providing assistance to regional and local branches for undertaking specific studies and research activities and also towards publication of such studies, and instituting an annual Endowment Lecture on a major theme relating to public administration. The first Endowment Lecture was delivered by Prof. W.H. Morris-Jones of the Institute of Commonwealth Studies, University of London on "Legislatures in the New States" on March 30, 1983.

During the year, the Institute also organised 3 other lectures under Extension Lectures Programme.

## A. ASSOCIATIONAL ACTIVITIES

### A.1 TWENTY-EIGHTH ANNUAL MEETING OF THE GENERAL BODY

The Twenty-eighth Annual Meeting of the General Body was held on October 23, 1982. Dr. B. Venkatappiah, Vice-President of IIPA, presided over the meeting in the absence of Shri M. Hidayatullah, President of IIPA, who could not come due to some unavoidable engagements.

The meeting was attended by 183 members.

In the absence of Shri M. Hidayatullah, President of the IIPA, and Shri S.B. Chavan, Chairman of the IIPA, Director P.R. Dubhashi read out their speeches.

The house approved the proceedings of the Twenty-Seventh Annual Meeting of the General Body, held on October 31, 1981 and the Annual Report and the Annual Statement of Accounts for the year 1981-82. Messrs Thakur Vaidyanath Aiyar and Co., Chartered Accountants, were re-appointed as the Auditors for the year 1982-83.

Shri M. Hidayatullah, Vice-President of India was elected unanimously as President of the Institute for the year 1982-83.

A Special Meeting of the General Body was also held on October 23, 1982, to consider a resolution seeking to enhance IIPA's membership subscription in view of rise in the cost of production including postage of periodicals of IIPA which are mailed free to members. As decided at the Special Meeting, the annual subscription for Ordinary Membership was raised from Rs.30/- to Rs.50/- and for life membership from Rs.300/- to Rs.500/- with effect from January 1, 1983.

### A.2 THE EXECUTIVE COUNCIL

The following were declared elected as Members of the Executive Council in the biennial elections held in July-September, 1982.

1. Shri T.N. Chaturvedi
2. Prof. M.J.K. Thavaraj
3. Prof. Shanti Kothari
4. Prof. A. Datta
5. Dr. W.G. Naidu
6. Shri V. Anandrau
7. Shri B.P. Singh
8. Shri T.K. Thanickachalam

The Executive Council in its 151st Meeting held on the 23rd October, 1982, re-elected Prof. M.V. Mathur as the Vice-President of the Institute, for a term of two years (1982-84). The Council also elected Shri L.P. Singh and Shri Jagmohan as the Vice-Presidents for the same term.

Shri G.C.L. Joneja was unanimously re-elected as the Treasurer of the institute for a two year term (1982-84).

The Council co-opted Shri A.C. Bandyopadhyay, Dr. L.M. Singhvi, Shri R.K. Trivedi, Shri S. Ramanathan, Dr. R.C. Paul, Dr. N.R. Deshpande, Shri T.R. Satischandran and Prof. K.N. Kabra as its members for a period of one year. The Council also co-opted Shri H.R. Trivedi as its member for a term of two years under Rule 15 of the IIPA Rules.

The Council also co-opted the Chairmen of the (1) Andhra Pradesh (2) Uttar Pradesh and (3) West Bengal Regional Branches as its members for a term of one year.

The Executive Council met six times during the year.

## RECONSTITUTION OF COMMITTEES

The Executive Council reconstituted its various Committees, the details of which are given below:

### Standing Committee

1. Dr. B. Venkatappiah (Chairman)
2. Shri M.K. Chaturvedi
3. Prof. A. Datta
4. Shri B.B. Jindal
5. Shri G.C.L. Joneja
6. Prof. Shanti Kothari
7. Shri B.C. Mathur
8. Prof. M.V. Mathur
9. Shri B.P. Singh
10. Prof. M.J.K. Thavaraj
11. Director P.R. Dubhashi - Member Secretary

### Academic Committee

1. Director P.R. Dubhashi (Chairman)
2. Prof. Ramesh K. Arora
3. Prof. M. Bhattacharya
4. Prof. A. Datta
5. Prof. K.N. Kabra
6. Prof. Shanti Kothari
7. Dr. D.D. Narula
8. Prof. K. Seshadri
9. Prof. S.K. Sharma
10. Shri M. Subramanian
11. Prof. M.J.K. Thavaraj

### Editorial Board

1. Shri T.N. Chaturvedi (Editor)
2. Prof. C.P. Bhambhri
3. Prof. M. Bhattacharya
4. Shri P.R. Dubhashi
5. Prof. Shanti Kothari

6. Prof. S.R. Maheshwari
7. Shri Mohan Mukerji
8. Prof. M.A. Muttalib
9. Prof. K. Seshadri

#### Committee on Case Studies

1. Prof. M.V. Mathur (Chairman)
2. Prof. M. Bhattacharya
3. Prof. A. Datta
4. Shri B.B. Jindal
5. Dr. W.G. Naidu
6. Dr. Jaideep Singh
7. Shri M. Subramanian
8. Shri T.K. Thanickachalam
9. Director P.R. Dubhashi (Project Director)

#### Advisory Committee for Centre for Urban Studies

1. Union Minister of Works & Housing (Chairman Ex-officio)
2. Minister of State of Works and Housing (Vice Chairman ex-officio)
3. Secretary, Ministry of Works and Housing (Member ex-officio)
4. Commissioner, Municipal Corporation of Delhi (Member-Ex-officio)
5. Chairman-cum-Managing Director HUDCO (Member-Ex-officio)
6. Joint Secretary, Ministry of Works & Housing (Member-Ex-officio)
7. Vice-Chairman, D.D.A. (Member Ex-officio)
8. Shri M.K. Chaturvedi
9. Prof. B. Dasgupta
10. Prof. A. Datta
11. Prof. M.V. Mathur
12. Prof. N.A. Muttalib
13. Prof. D.P. Singh
14. Director P.R. Dubhashi; Member - Secretary.

#### Screening Committee for Admission of New Members

1. Prof. Shanti Kothari
2. Shri B.C. Mathur

#### Planning and Advisory Committee

The Planning and Advisory Committee for the year 1982-83 consisted of the following:

- Director
- Co-ordinators of all Divisions
- Course Director, APPPA
- Smt. Shanta Kohli Chandra
- Shri G. Jha
- Shri J.C. Kapur
- Shri B.M. Naik
- Dr. R.B. Puri



## A.3. MEMBERSHIP

During the year, the membership of the Institute crossed the five thousand mark. 1189 new members were admitted to the Institute (904 ordinary; 269 life and 16 corporate). In addition 26 Associate members were also admitted. 695 members compounded their subscription for life membership. 14 ordinary members resigned. 4 ordinary members and two life members expired.

The names of 429 ordinary members and 19 corporate members whose subscription fell in arrear for more than two years, i.e., since 1981 were removed from the rolls of the Institute, under Rule 35(1) of the Rules of the Institute.

	1981-82	1982-83
Ordinary	2,940	2,702
Life	1,533	2,495
Corporate	199	196
Total	<u>4,672</u>	<u>5,393</u>

## A.4 TWENTY-SIXTH ANNUAL CONFERENCE OF THE MEMBERS

The Twenty-sixth Annual Conference of the Members of the IIPA was held on October 24, 1982. The theme of the Conference was 'Administration of Law and Order'. Shri P.C. Sethi, Union Minister for Home Affairs, inaugurated the Conference. Dr. B. Venkatappiah, Vice President of the Institute presided in the First session and Prof. M.V. Mathur, Vice-President of the Institute in the Second Session. The Conference was attended by 136 members.

The theme paper of the Conference was contributed by Prof. V.N. Rajan. Shri Raj Nandy, Faculty member of IIPA, and nineteen members of the IIPA contributed papers.

## A.5 ESSAY COMPETITION

The following topics were prescribed for the Essay Competition for 1982:

1. Productivity in Public Administration; Concept and Application.
2. Corruption in Political and Public Offices - Causes and Cures.
3. Development Strategies for Hill Areas.
4. Autonomy and Accountability of Public Sector.
5. Public Accountability of Charitable Trusts.

In all, 29 essays were evaluated by a Committee of Judges comprising of (1) Shri Tarlok Singh (2) Shri N.K. Panda (3) Prof. N.S. Siddharthan (representing Dr. P.C. Joshi) and (4) Director P.R. Dubhashi.

On the basis of the evaluation made by the Judges, the prizes were

awarded to the following persons for their essays mentioned against each.

**First Prize of Rs.2000/-**

Shri Krishna Gopinath (CT-23)  
P&T Quarters, Atul Grove,  
New Delhi for his essay on  
'Corruption in Political and  
Public Offices -Causes and Curses.

**Second Prize of Rs.1000/-**

Shri Shankar Sarolia,  
Commandant, P.T.S.,  
Kishangarh, Ajmer, for his essay  
on 'Corruption in Political and Public  
Offices - Causes and Curse'.

**Second Prize of Rs.1000/- (Awarded jointly)**

1. Shri Neeraj K. Jain, IAS,  
C/o Shri N.K. Jain, B-B,  
Rajindra Park, New Delhi for his  
essay on 'Development Strategies for Hill Areas'.
2. Shri Ved Prakash Sharan, U.G.C. Teacher Fellow,  
Department of Political Science, Patna University  
Patna, for his essay on 'Autonomy and Accountability of  
Public Sector'.

**A.6 REGIONAL AND LOCAL BRANCHES**

A local branch of the Institute was set up at Jabaipur. With this, the number of regional and local branches at the close of the year stood at 14 and 27 respectively.

A meeting of the Chairmen and Honorary Secretaries of the Regional and Local Branches was held on October 23, 1982. Director P.R. Dubhashi presided over the meeting. The following Regional/Local branches were represented - Andhra, Maharashtra, Orissa, Punjab, Haryana and Chandigarh, Rajasthan, Tamil Nadu, Delhi, Imphal, Jammu - Srinagar, Nagpur, Patna, Patiala, Pune, Warangal and Vallabh Vidyanagar. Shri M.K. Chaturvedi, Member, IIPA Executive Council also participated in the meeting.

The meeting discussed measures necessary to activate and strengthen the branches as also the progress made by different branches during the year.

Director P.R. Dubhashi stressed the need for conducting training programmes and research studies especially on organisation of the State Governments at the branch level. He also informed that services of the faculty members would be available to assist their programmes. He sought their help

and cooperation at the State/Local level in augmenting endowment fund of IIPA.

Besides, the meeting held discussions on the proposed draft bye-laws for regional/local branches, visit of IIPA's Executive Council Members to branches, etc.

Financial assistance amounting to Rs.74,937.04 was paid to the regional/local branches during the year for carrying out their programmes/activities. This amount also includes 50 per cent of the subscription of the members of the branches and 50 per cent interest accruing on Life Membership capital fund.

The activities pursued by the Regional and Local Branches during the year under report are given below:

#### A.6.1 REGIONAL BRANCHES

##### ANDHRA PRADESH:

Chairman	Shri A. Krishnaswamy
Hon'y. Secretary:	Shri M.V.S. Prasada Rau
Membership:	Ordinary 108; Life 140; Corporate 7.

A lecture meeting under the joint auspices of the Regional Branch and the Andhra Pradesh branch of the Indian Civil and Administrative Services Association was held on April 3, 1982. Shri Alladi Kuppaswami, Former Chief Justice of the Andhra Pradesh High Court, spoke on 'The Rule of Law and the Attainment of Justice - Social, Economic and Political'. Shri A. Krishnaswamy, Chairman of the Branch, presided.

##### GOA (WEST COAST)

Honorary Secretary:	Shri J.P. Singh Collector, Goa.
Membership:	Ordinary 38; Life 14; Corporate 3

The following colloquia/lectures were arranged by the branch during the year.

<u>Date</u>	<u>Speaker</u>	<u>Subject</u>	<u>Chairman</u>
13.5.82	Director P.R. Dubhashi	'Activities of IIPA	Shri K.C. Johorey, Chief Secretary, Goa Admn.
26.6.82	Shri John Lobo, I.P.S. (Retd.),	'Law enforcement by Police in India some reminiscences'	-do-
15.9.82	Shri P.S. Sahai, IFS, Joint Secy., Ministry of External Affairs	'Indo-African Rela- tions and the pro- blems of issue of Indian Passports'	-do-

Date	Speaker	Subject	Chairman
8.11.82	Swamy Adhyatnand of Divine Life Society and Faculty Member, Lal Bahadur Shastri National Academy of Admn., Mussorie.	'Yoga and Physical outline and its impact on Admn.	Shri K.C. Johorey, Chief Secretary, Goa Admn.
2.12.82	Ambassador Apa B. Pant	'India and Indian Ocean'	-do-
10.1.83	Shri B.C. Mathur Secretary, Ministry of Supplies and De- partment of Sports, Government of India	'Administrative Reforms'	-do-
24.1.83	Mr. Timothy Crosth- wait, ICS (retd.) and British foreign Service (retd.)	'An account of career of a former British ICS Offi- cer'.	Shri N.S. Saxena, Member, UPSC.
28.1.83	Shri N.S. Saxena, Member, UPSC	'Moscow to Peking and back'	Shri K.C. Johorey Chief Secretary, Goa Admn.

#### KERALA

Chairman:	Shri G. Bhaskaran Nair, IAS (Retd.)
Honorary Secretary:	Shri V.U.K. Nambissan, Addl. Secretary to Government (Retd.).
Membership:	Ordinary 147; Life 49; Corporate 13

A meeting of the members of the branch was held on June 1, 1982. Shri Sharu S. Rangnekar, Management Consultant, Bombay, spoke on 'How to learn management from your wife? Shri G. Bhaskaran Nair, IAS (Retd.), Chairman of the Branch, presided.

An Inter-branch Seminar on 'Planning Administration' was held on January 21, 1983. The Kerala State Planning Board also collaborated with this programme. The seminar was inaugurated by Shri G.V.K. Rao, Former Chief Secretary of Karnataka State.

The branch has received the report of the research projects on 'Plan Implementation at State level with special reference to Agriculture Department Programmes during V-Plan' and 'Food for Work Programme' directed by Dr. K. Raman Pillai, Professor of Politics, Kerala University and Dr. S.N. Sadasivan, Professor of Public Administration, IIPA respectively.

#### MAHARASHTRA

Chairman:	Shri P.D. Kasbekar, Former Chief Secretary to the Govt. of Maharashtra
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Hony. Secretary: Shri R.C. Iyer,  
Chairman & Managing Director,  
Maharashtra State Textile Corporation Ltd.,  
Bombay.

Membership: Ordinary 230; Life 326; Corporate 36

During the year 1982-83, the branch arranged the following talks:

Date	Speaker	Subject
19.5.82	Shri Ajit M. Nimbalkar, Commissioner of Labour	'Industrial Relations, Japan'
7.7.82	Shri D.S. Joshi, Retd. Cabinet Secretary to the Govt. of India	'What is wrong with our Administration?'
22.9.82	- do -	'Improving Administrative Efficiency'
17.8.82	Shri R.S. Pal, Vice-President, Bomay Dyeing Manufacturing Co. Ltd.	'Systems and attitudes in the private sector, the Public Sector & Public Administration'
30.9.82	Shri M.A. Chitale, Secretary to Govt. Irrigation Deptt.	'Problems of Development of Agriculture'
26.11.82	Prof. P.J.C. Ames, University of Birmingham	'Monetarism & Management in the U.K. Government'
22.2.83	Dr. M.R. Srinivasan, Director, Power Projects Divn., Atomic Energy Deptt.	'Problems and Prospects of Nuclear Power in India'
24.2.83	Dr. Rashmi Mayur, Director, Urban Environment Inst., Bombay.	'The Development Approach of South American States and its reference to India'.

A Book Presentation Programme was held on July 21, 1982. Prof. V.B. Kamath presented the book 'Mountabatten & the Partition of India' by Larry Collins and Dominic Lapierre.

The branch organised three training programmes - one on 'Executive Time Management' conducted by Shri A.V. Deshmane on October 9, 1982, which was attended by 53 officers besides some members of the Executive Committee. This programme was repeated on January 22, 1983, when 42 officers participated. The third programme was conducted on January 13, 1983, on 'Stress Management' by Kum. Arathi Rao, a psychiatrist and management consultant from the U.S.A. who was on a short visit to India.

The branch had conducted an Essay Prize Competition. The subjects selected for the competition were 1) Productivity in Government-Problems and

Prospects ii) The Role of the Collector in the Eighties and iii) The Machinery for the Resolution of Industrial Disputes in Maharashtra.

S/Shri B.S. Jaiwar, Judge, 2nd Labour Court, Akola and M.V. Beedkar, Registrar, Industrial Court, Bombay, were jointly awarded the second prize of Rs.750/-. A consolation prize of Rs.250/- was awarded to Shri J.M. Phatak, Under Secretary, G.A.D., Bombay.

Shri S.S. Gadkari, Executive Joint Secretary and Research Officer, Maharashtra Regional Branch, won a special prize of Rs.1000/- in a National Essay Competition on Productivity held by the Times Research Foundation.

As a part of the programme for the Productivity year (1982), the branch organised a novel competition inviting suggestions from employees of Government and senior government organisations in Maharashtra for the improvement of work in any department or organisation of government (including central and local government). Two prizes of Rs.1000/- and Rs.750/- were announced. More than 100 persons had sent suggestions. These were scrutinised by (i) Shri R.C. Iyer (ii) Prof. V.B. Kamath, and (iii) Shri N.V. Merani. No suggestion was considered for the first or second prize. Consolation prizes were awarded to the following participants: (i) Shri B.L. Railkar, Asstt. Secretary, Education and Employment Department - Rs.500/-; (ii) Shri D.N. Kulkarni, Asstt. Supdt. Engineer, Upper Penganaga Project - Rs.250/-; (iii) Shri S.N. Mandake, Ex-Engineer, Alore - Rs.250/-; and (iv) Shri M.S. Biday, Divisional Accountant, Minor Irrigation Division, Ahmednagar - Rs.250/-.

The branch organised a Seminar on January 8-9, 1983, to examine a new scheme for Performance Appraisal in Government prepared by Prof. S.G. Kashikar, Director, State Institute of Administrative Careers. The Seminar was inaugurated by the Chief Secretary to the State Government and attended by 25 selected participants including officers of all levels including Secretaries, Dy. Secretaries, Under Secretaries, Heads of Department (or their senior representative), representatives of some of the government of India Department, representatives of Public Sector organisations and of the Employees Confederation.

In the light of the discussion at Seminar, the scheme was modified and forwarded to Government.

During the year under report, 227 books were added to the Library of the regional branch, taking the total number of books to 5,756. The branch also subscribed to 18 periodicals on Public Administration and related subjects as well as periodicals of general interest. The branch also received complimentary copies of 8 periodicals.

#### RAJASTHAN

Chairman:

Shri M.M.K. Wali,  
Chief Secretary,  
Government of Rajasthan.

Hony. Secretary:

Shri M.L. Mehta,  
Director, H.C.M. State Institute of  
Public Administration

Membership: Ordinary 91; Life 67; Corporate 4

During the year under report, the branch organised the following lectures/programmes/seminars:

Date	Subject	Speaker
12.6.82	'Perspectives in Economic Development: India and China'	Prof. Richard I. Meifr
13.12.82	Whither Indian Politics?	Prof. K. Seshadri, Jawaharlal Nehru University
14.12.82	Whither Indian Bureaucracy?	Prof. S.P. Verma, IIPA Prof. K. Seshadri, JNU
3.1.83	Prime Minister as Real Change	Prof. A. Avasthi
4.1.83	Accountability of Administration	- do -
5.1.83	Accountability of State Undertakings	- do -
19.2.83	Problem Areas in Rural Development	Prof. Sudesh K. Shama, Punjab University.
23.2.83	The Dilemmas of Development	Dr. B. Venkatappiah, Vice-President, IIPA.

Besides these, the branch organised following programmes:

- i) 16th Course on Human Relations (April 8-12, 1982)
- ii) 17th Course on Human Relations (Nov.5-10, 1982)
- iii) 18th Course on Human Relations (Dec.27-31, 1982)
- iv) 19th Course on Human Relations (Feb.15-18, 1983)

#### TAMIL NADU

Chairman: Shri V. Karthikeyan,  
Chairman, State Planning Board,  
Madras.

Hony. Secretary: Shri A.M. Swaminathan,  
Director of Agriculture,  
Madras.

Membership: Ordinary 181; Life 132; Corporate 4

The branch arranged the following programmes during the year:

1. Lecture Meeting on 'Leadership for Organisational Productivity' by Dr. A. Basant Raj on August 5, 1982.
2. Lecture Meeting addressed by Dr. R.M. Honavar, Director, Institute Financial Management and Research, on November 11, 1982.

3. Lecture Meeting addressed by Shri T. Vasudevan, Commissioner of Income Tax was held on December 20, 1982.
4. Lecture Meetings addressed by Shri K. Ravindran, IPS, Chairman, Pallavan Transport Corporation, on January 31, 1983.

A Seminar on 'Consumer Protection' was held on September 19, 1982. Justice Thiru Madhusudan Rao, Chairman, Monopolies and Restrictive Trade Practices Commission, gave the Key-Note Address. Shri S.L. Khurana, Governor of Tamil Nadu, delivered the Valedictory Address.

#### UTTAR PRADESH

Chairman: Dr. J.D. Shukla  
 Honorary Secretary: Shri T.N. Dhar  
 Membership: Ordinary 141; Life 139; Corporate 7.

The branch organised two lecture meetings of its members on November 8 and 9, 1982. The topics of these lectures were: (1) 'Growing Economic Disparity between Indian States' and (2) 'Agricultural Productivity in Relation to Rural Poverty'. Both these lectures were delivered by Shri E.P.W. Da Costa, Managing Director, Indian Institute of Public Opinion, New Delhi.

Other regional branches were: Gujarat, Karnataka, Madhya Pradesh, Orissa, Pondicherry, Punjab, Haryana and Chandigarh, and West Bengal.

#### A.6.2 LOCAL BRANCHES

##### BELGAUM

Honorary Secretary: Shri Anirudha Desai,  
 Commissioner,  
 Corporation of the City of Belgaum.  
 Membership: Ordinary 6; Life 10; Corporate -

The branch organised a lecture on 'Geographical Situation in the Indian Ocean' by Vice-Admiral K.L. Kulkarni (Retd.).

##### DELHI

Chairman: Shri S.D. Srivastava  
 Hony. Secretary: Shri S.R. Sharma, Commissioner, Sales Tax,  
 Delhi.  
 Membership: Ordinary 499; Life 590; Corporate 20.

The branch organised a lecture meeting on August 24, 1982. Dr. W. Barnett Pearce, Professor in the Department of Communication Studies, University of Massachusetts, spoke on 'Flow of Communication from Administrator to Citizens in Developing Countries'. Shri S.L. Khurana the then Lt. Governor of Delhi, presided.

The branch conducted a study on 'Peoples' Participation in Development Programmes'.



## JAMMU - SRINAGAR

Chairman:

Shri S.N. Bajpe

Post Master General

Hony. Secy.

Shri Veeranna Aivalli,

Commissioner of Vigilance,

J &amp; K Government, Srinagar - Jammu

Membership:

Ordinary 40; Life 42; Corporate -

The branch has started a Monthly Newsletter for circulation amongst its members. Shri S.V. Bhawe is the Editor of the monthly Newsletter.

The branch organised the following lectures meetings during the year:

Date	Speaker	Subject
24.4.82 Jammu	Shri M.M. Wazir, IPS Director-General of Police Transport, J&K State	Police and Public: A Study in Social Interaction
8.5.82 Srinagar	Prof. M.V. Mathur, Vice-President of IIPA, and Ex-Vice Chancellor, University of Rajasthan	Changing Role of Public Administration
9.6.82 Srinagar	Miss Sushma Choudhary, IAS Secretary to Govt., Finance Department	Cost benefit Analysis with reference to the Education Planning in India.
21.8.82 Srinagar	Chief Guest Shri B.K. Nehru, Governor of J&K State	Formal inauguration function of IIPA
8.9.82 Srinagar	Dr. M. Zaheer, IAS Director, J.K. Institute of Management and Public Administration	Training in Management and Public Administration
29.11.82 Jammu	Prof. Satya Bhushan, Commr./Secy. to Govt., Higher Education Deptt.	Motivation of Industrial Employees
2.12.82 Srinagar	Shri K.S. Gergan, General Manager, HMT Watch Factory, Srinagar	Motivation of Industrial Employees
29.12.82 Jammu	Shri P.L. Handoo, Minister for Law and Revenue, J&K State	Administration of Justice
7.1.83 Jammu	Chief Guest-Speaker Shri P.L. Handoo, Minister for Law and Revenue, J&K State	"Anti-Corruption Laws - a Review" Symposium
19.1.83 Srinagar	Members discussed Shri N.A. Palkhivala's article "Four Costly Failures"	

The branch organised a Seminar on 'Training in Management and Public Administration', which was conducted by Shri M. Zaheer, Director, J&K State Institute of Management and Public Administration at Srinagar on September 8, 1982. Shri M. Thyagarajan, Consultant, IIPA, also participated in the Seminar.

Prof. M.V. Mathur, Vice-President, IIPA met the members of the branch during his visit to Srinagar in May, 1982 and discussed the organisational matters.

Director P.R. Dubhashi and Shri M. Thyagarajan met the members of the branch when they visited Srinagar in September 1982 in connection with the First All India top level national programme on 'Effectiveness of Project Management under Indian Conditions - Problems and Prospects' organised under Management Development Programme by IIPA at Srinagar from September 2 to 8, 1982.

#### JABALPUR

Chairman: Dr. R.K. Gupta,  
Reader in Sociology,  
Jabalpur University.

Hony. Secretary: Dr. V.K. Dubey,  
C.S. College,  
Jabalpur.

Membership: Ordinary 39; Life 14; Corporate 1

The branch was established on September 12, 1982.

#### MANIPUR (IMPHAL)

Chairman: Shri D.N. Sarua,  
Chief Secretary, Government of Manipur.

Hony. Secretary: Dr. R.P. Singh,  
Senior Lecturer, D.M. College of Arts and  
Commerce, Imphal.

Membership: Ordinary 27; Life 26; Corporate 1

The branch organised a Seminar on 'Development of Scheduled Castes and Scheduled Tribes in Manipur' on September 25-26, 1982. Shri S.M.H. Burney, Governor of Manipur, inaugurated the Seminar and Shri Rishang Keishing, Chief Minister, Manipur, delivered the Valedictory Address. Dr. R.P. Singh, Hony. Secretary of the branch welcomed the guests and delegates to the Seminar while Shri D.N. Sarua, Chairman of the branch delivered the Key-Note address.

#### PATIALA

Chairman: Prof. Harmandar Singh,  
Head, Deptt. of Postgraduate Studies in  
Political Science, Govt. Mahendra College,  
Patiala

Hony. Secretary: Prof. Hartans Pathak,  
Deptt. of Political Science,  
Punjab University,  
Patiala.

Membership: Ordinary 21; Life 15; Corporate -

The Branch organised a lecture meeting at Punjabi University, Patiala, in which Shri J.P. Attre, D.I.G. of Police, Haryana, spoke on 'The Role of Police in the Context of Social Change in India'. Dr. Bhagat Singh, Vice-Chancellor, Punjab University, and Patron of the Branch, presided.

#### PATNA

Chairman: Shri S.K. Mukherjee,  
Chief Secretary, Government of Bihar.  
Hony. Secretary: Dr. J.K.P. Sinha,  
Dy. Commissioner, Commercial Taxes, Special,  
Patna.  
Membership: Ordinary 22; Life 48; Corporate 2.

A meeting of the members was held on April 2, 1982, with Shri P.P. Nayyar in the Chair. A paper on 'Personnel Policy for Tax Administration in the Developing Countries' was prepared by Dr. J.K.P. Sinha.

The branch also arranged meetings of the members on July 4, November 10, 1982, and February 2, 1983.

During the year, the following research projects were undertaken by the members of the branch: (i) 'Three Decades of Administration of Commercial Taxes in Bihar' by Dr. J.K.P. Sinha, (ii) 'A Study of the State Undertakings in Bihar' by Mrs. Nutan Sinha, and (iii) 'A Study of Entertainment Tax in Bihar' by Prof. Sinha, S.G.M. College, Patna City.

#### PUNE

Chairman: Dr. N.R. Inamdar,  
Prof. Head, Department of Politics and Public  
Administration, University of Poona.  
Hony. Secretary: Dr. V.K. Kshire,  
Department of Politics and Public  
Administration, University of Poona, Pune.  
Membership: Ordinary 18; Life 42; Corporate 3

Director P.R. Dubhashi addressed the members of the branch on May 24, 1982.

Under the joint auspices of the IIPA Pune Branch and the Maharashtra Chamber of Commerce and Industry, Pune, Prof. UWE Woltemade, Professor of Economics, Ohio Wesleyan University, USA, delivered a lecture on 'Urban Planning' on September 28, 1982. Dr. N.R. Inamdar, Chairman of the branch presided.

**SANTHAL PARGANA**

Chairman: Shri S.P. Singh,  
District Magistrate and Collector, Deoghar.  
Hony. Secretary: Prof. Navneet Sinha  
Membership: Ordinary 2; Life 1; Corporate -

The branch arranged the following meetings during the year:

- 7.4.82 Prof. N. Sinha presented a paper on 'The Law and Order Administration Problem in Santhal Pargana'. Dr. J.K.P. Sinha was in the Chair.  
9.8.82 Dr. J.K.P. Sinha presented a paper on 'The Problems of Development Administration in Santhal Pargana'. Shri G.R. Patwardhan was in the Chair.  
1.3.83 Shri M.N. Das, Additional Collector and Magistrate, delivered a Lecture on 'The New Techniques of Implementing Development Projects among Santhals'. Shri Ramanand Prasad was in the Chair.

**VALLABH VIDYANAGAR**

Chairman Shri H.M. Patel, Savita Bungalow  
Bakrol Road, Vallabh Vidyanagar.  
Hony. Secretary: Dr. Mahesh Pathak,  
Agro Economic Research Centre, Sardar Patel  
University, Vallabh Vidyanagar.  
Membership: Ordinary 6; Life 4; Corporate 1.

The branch organised the following lectures during the year under report:

Date	Subject	Speaker
4.10.82	'High Density Energy Plantation. Reliable Renewable Source of Energy'	Dr. V.J. Patel
3.2.83	'Building Bridges, in Human Relations'	Dr. D.B. Desai
22.3.83	'Social Forestry Programme in Gujarat	Shri B.K. Zhala, Chief Conservator of Forests, Baroda.

The report of the research project on 'Role of Private Initiative in Education and Industry in Rural Areas: A case study of Vallabh Vidyanagar' undertaken by the branch has been finalised and the branch is arranging for its publication.

**WARANGAL**

Chairman: Shri M. Kistaiah, Reader in Public Administration, Osmania University, Postgraduate Centre, Warangal.

Hony. Secretary:

Dr. K. Murali Manohar, Lecturer in Public Administration, O.K.M. Arts and Science College, Warangal.

Membership:

Ordinary 20; Life 40; Corporate 2.

The branch organised a lecture meeting by Prof. Navendra Singh, Scientist, Central Food Technological Research Institute on 'India's Food Problem' on April 3, 1982.

Dr. K. Murali Manohar delivered a talk on September 10, 1982 on 'Impressions and an Experiences of International Conference on Research and Training Related to Women' held at Montreal, Canada.

Prof. Dirk Bronger of Ruhr University, West Germany delivered a talk on March 16, 1983 on 'Problems of Agricultural Development in Andhra Pradesh'.

The branch organised the National Seminar on 'Political Economy of Tribal Development' on April 10-11, 1982. The Seminar was sponsored by ICSSR, Southern Regional Centre, Hyderabad, Department of Public Administration, Karnataka University, and Integrated Tribal Development Agency, Warangal. It was inaugurated by Dr. D.R. Pratap, Director, Tribal Cultural Research and Training Centre, Hyderabad. Prof. Jafar - Nizam, Vice-Chancellor, Kakatiya University, presided.

The branch, in collaboration with the Society for Womens' Studies and Development, Warangal, organised a Conference on 'Womens' Status and Development' on August 7-8, 1982. The Conference was inaugurated by Dr. Veena Mazumdar, Director, Centre for Womens Development Studies, New Delhi. The Key-Note address was delivered by Prof. A.R. Desai, ICSSR, National Fellow, and Prof. Jafar Nizam, Vice-Chancellor, Kakatiya University, presided over the occasion. The Valedictory Address was delivered by Prof. K. Rajyalaxmi, Director of Prevention Medicine, Government of Andhra Pradesh. The Conference was directed by Shri M. Kistiah, Chairman of the branch.

The branch organised a Seminar on 'Open University Education' on December 26, 1982. Prof. G. Ram Reddy, Vice-Chancellor, Open University, delivered the Key-note address.

The branch in collaboration with the Department of Commerce and Business Management, Kakatiya University also organised a Seminar on 'Public Distribution System' Problems and Prospects on February 12-13, 1983. The Seminar was sponsored by ICSSR, Andhra Pradesh Essential Commodities Corporation, IIPA, New Delhi and Kakatiya University.

During the year, the branch had taken up a social survey on 'Drought Situation in Warangal District' in collaboration with Society for Social Sciences.

Other local branches are: Ajmer, Beawar, Baroda, Calicut, Dharwar, Dindigul, Kolhapur, Mysore, Nagpur, Ranchi, Sangli, Sholapur, Sirchi, Udaipur, Shillong, and Ujjain.

#### A.7 CONDOLENCES

The Institute mourns the sad demise of S/Shri K.R. Elankath, P.A. James,

H.V. Kamath, R.P. Mitra, W.G. Subbedar and Km. N.R. Visalakshi.

The Institute also mourns the sad demise of Shri R.N. Sharma, Deputy Librarian, who passed away on the 16th December 1982.

## B. ACADEMIC ACTIVITIES

### B.1 TRAINING

#### B.1.1 Eighth Advanced Professional Programme in Public Administration

The Advanced Professional Programme in Public Administration, eighth in the series, began on July 1, 1982 and concluded on March 31, 1983.

The programme was established in the year 1975 with the financial support from the Department of Personnel and Administrative Reforms, Ministry of Home Affairs, Government of India. It was designed to promote effective administrative leadership. More particularly its objectives were:-

- to promote a critical understanding of the dynamics of interaction between public administration and the social, political and economic environment within which it functions and which it influences, and even seeks to change;
- to evolve an integrated perspective of the different segments of public administration and their underlying policies and practices;
- to enhance the responsiveness to people and develop interpersonal skills;
- to familiarise with the modern tools and techniques to aid decision-making in an increasingly complex environments; and
- to promote the administrative capabilities to formulate appropriate solutions to current problems in the light of organisational needs, environmental pressures and national commitments.

The contents of the programme were divided into four main segments, each consisting of a number of subjects and topics as below:

Segments	Subject/Topic	Faculty-in-charge
I. Foundations	1. Sociology	Prof. A.P. Barnabas
	2. Political Science	Prof. Kuldeep Mathur & Dr. O.P. Minocha
	3. Economics	
	(a) Economic Systems	Prof. K.N. Kabra
	(b) Economic Development	Prof. M.J.K. Thavara
	(c) Macro Economics and Planning	Prof. Kamta Prasad
	4. Theories of Administrative System, Organization and Behaviour	Dr. O.P. Minocha and Dr. Jaideep Singh

Segments	Subject/Topic	Faculty-in-charge
	5. Research Methodology;	
	(a) Research Methodology	Shri Shekhar Singh
	(b) Statistical Method	Shri N.C. Ganguli
II. Environment	1. Indian Government and (Politics)	Prof. Kuldeep Mathur and Dr. O.P. Minocha
	2. Indian Planning and Development	Shri M.L. Sudan and Shri Anil C. Ittyerah
	3. Indian Social Issues	Prof. A.P. Barnabas
III. Policy	1. Introduction to Policy Sciences	Prof. Kuldeep Mathur
	2. Analysis of specific Indian Policies (Seminars, Discussion, Special Lectures, Case Study)	Committee consisting of Prof. A. Datta, Prof. S.K. Goyal, Shri Anil C. Ittyerah, Prof. K.N. Kabra, Prof. Kuldeep Mathur, Prof. Kamta Prasad, Prof. M.J.K. Thavaraaj
IV. Administrative Management and Techniques	1. Financial Management in India	Prof. K.L. Handa
	2. Personnel Management in India	Prof. S.P. Verma
	3. Computers and Information Systems	Shri R.K. Sachdeva
	4. Quantitative Methods and Project Management	Prof. Kanti Swarup
	5. Implementation Seminars (Case Studies)	Committee consisting of Director P.R. Dubhashi, Prof. K.L. Handa, Dr. O.P. Minocha, Shri R.K. Sachdeva, Shri M.L. Sudan, Dr. R.J. Tiwari, Prof. S.P. Verma

Lectures, discussions, case studies, participative instructions, exercises, assignments, seminars and syndicates were among the methods used in the programme.

The participants were divided into five groups on the basis of the area for their investigation and observation for their village study and each group prepared a report which was discussed in a seminar.

There was also a study tour for about two weeks to Sri Lanka, Malaysia, and Singapore. The tour report covering many facets of the study was discussed in a group meeting.

Before proceeding abroad, the participants were given a short orientation by a representative of the High Commission of Sri Lanka and also the literature and films made available by other concerned foreign missions.

Each participant wrote a well documented dissertation on a topic relevant to some current administrative problems. This had enabled the participants to use in concert the theoretical knowledge, research methodology and the analytical skills acquired in the programme.

Twenty nine officers participated in the programme. The break-up of the 29 officers is given below:

- 23 officers deputed by the Ministries/Departments of the Government of India
- 3 officers deputed by the Governments of Uttar Pradesh, Maharashtra and Rajasthan
- 1 officer deputed by Damodar Valley Corporation
- 2 teachers deputed by the Delhi University, Delhi and Sri Venkateswara University, Tirupati

The programme was inaugurated by Shri C.R. Krishnaswamy Rao Sahib, Cabinet Secretary, Government of India.

Director P.R. Dubhashi delivered a series of lectures on public administration as a discipline and conducted several sessions on book review, village visit reports and course review.

An intensive viva voce examination was conducted during which the Director was assisted by distinguished persons, like, Shri L.P. Singh Prof. S.C. Dube, Prof. Rashiduddin Khan and Prof. Mohit Ehattacharya.

The Valedictory address was delivered by Shri S.B. Chavan, Union Minister for Planning and Chairman, IIPA. He also distributed the diplomas to the successful participants.

The titles of the dissertations submitted by the participants are given below:

Sl. No.	Name of the participant	Topics of Dissertation
1.	Shri O. Anandaram	Impact of Film on Politics - An Illustrative Study
2.	Shri A. Bhattacharjya	Relevance of Recruitment Rules to Civil Service
3.	Shri J.K. Verma	Worker's Participation in Management - A Case Study of JCM's in Income Tax Department in Agra, Kanpur and Meerut Charges.
4.	Shri I. Ramakrishna Bhat	Indian Parliament Prospect and Retrospect.
5.	Shri K.S. Ramaswamy	The Objectives and Achievements of the Damodar Valley Corporation.
6.	Shri B.K. Sehgal	Personnel Management - Public Sector with focus on Engineers India Ltd.



Sl. No. of the participant	Topics of Dissertation
7. Shri H.P. Bhatnagar	Crime and Development in Rajasthan.
8. Shri K. Diesh	Towards Humanised Work System - A Socio-Technical Approach.
9. Smt. S. Kandpal	Organisational Structure and Its Adequacy for Environmental Management - A Case Study of Ramganga Command Area Development Authority, Uttar Pradesh.
10. Shri Binod Kumar	Primary Education for Scheduled Tribes.
11. Shri S.K. Das	Job Shop Scheduling.
12. Shri P.C. Joshi	Freight Transport Costing in Indian Railways.
13. Major K.P. Gupta	Performance Budgeting in Defence Research and Development Organisation.
14. Shri V. Nagarajan	Delegation of Financial Powers - A Study of Defence Research and Development Organisation.
15. Smt. Sudha Rajagopalan	Financial Management in Indian Tourism Development Corporation.
16. Miss Deepa Jain	Rural Development in India: A Tragedy of Errors.
17. Shri S.N. Rao	The State Monopoly Trade in Tenduleaves in Madhya Pradesh.
18. Shri R. Jayaram	Liability of the Railways as carriers of booked consignments.
19. Shri B.B. Karandikar	Alternative Sources of Energy for Rural Development in India.
20. Shri N.N. Khamitkar	Materials Management in Government and Public Sector Undertakings.
21. Shri R.C. Malhan	Approaches to Social Accounting Matrix (Sam) for a Developing Economy.
22. Shri G. Subba Rao	District Planning in Gujarat.
23. Smt. J.K. Neelam	Emotional Social and Educational Adjustment of Children of Working Mothers vis-a-vis Non-working Mothers.
24. Shri V.Chandra	Politics of Regionalism - Its Impact on Moulswara Rao Centre-State Relations - A Case Study of Tamil Nadu.
25. Shri Ravi Kant	Administrative Response to Unplanned Settlement in a planned city (A Case Study of Chandigarh).
26. Shri Chiranjiv Singh	Ecological and Environmental Planning for a Mining Project in the Western Ghats of Karnataka - A Case Study of Kudremukh.
27. Shri M.M.S. Sawhney	A Study in Evaluation and Role of Central Excise in India.
28. Shri T. Singaravel	Non-penal Methods of Dealing with Crime: A Case Study of State Mini-Lotteries as a Measure of Curbing Matka Gambling in Maharashtra.

Sl. No. of the participant	Topics of Dissertation
29. Dr.K.K.Srivastava	An Overview of Indian Drugs Policy

All twenty-nine officers participated in the programme were awarded diplomas.

Prof. K.N. Kabra directed the programme. Shri N.C. Ganguli and Kumari Sarala B. Rao assisted him as Assistant Programme Directors.

With a view to determine the structure, course content (in general outline), time-schedule, methods of teaching and evaluation, relative weightage of different streams, issues connected with village study and dissertation, and such other issues which are relevant a Working Group was formed with the following faculty as members:

1. Prof. M.J.K. Thavaraaj
2. Prof. Kuldeep Mathur
3. Prof. S.P. Verma
4. Prof. A.P. Barnabas
5. Dr. O.P. Minocha
6. Shri R.K. Sachdeva
7. Shri Shekhar Singh
8. Prof. K.N. Kabra (Programme Director)
9. Shri N.C. Ganguli (Asstt. Programme Director)
10. Miss Sarala B. Rao (Asstt. Programme Director)

The Steering Committee of the Programme consisted of the following:

1. Director P.R. Dubhashi - Chairman
2. Prof. K.N. Kabra - Programme Director
3. Prof. M.J.K. Thavaraaj
4. Prof. S.P. Verma
5. Prof. Kuldeep Mathur
6. Prof. Kanti Swarup
7. Prof. Kamta Prasad
8. Prof. A.P. Barnabas
9. Dr. O.P. Minocha
10. Shri R.K. Sachdeva

During the year, a proposal to have academic relations with the Punjab University, Chandigarh has been agreed to these will comprise of: (i) award of M.Phil (Social Sciences) Degree to the participants of APPPA course provided the participants hold Master's Degree, (ii) recognition of IIPA as Centre for Doctoral Research in Social Sciences in general and Public Administration in particular and (iii) exchange of faculty as and when feasible.

## B.1.2 CENTRE TRAINING PROGRAMMES

During the year under review, the Institute organised 21 Management Orientation Programmes, 6 Special Programmes, 12 Management Development Programme and 15 sponsored Programmes. The Centre for Urban Studies organised 8 Programmes.

The Management Orientation and Special Programmes are sponsored by Training Division of the Department of Personnel and Administrative Reforms, Ministry of Home Affairs, Government of India.

These Programmes were meant for:

- (a) Officers of All India Services (IAS, IPS, Indian Forest Service) with at least six year of service;
- (b) Group A (Class I) Officers of Central/State Governments with at least six year of service in the Group;
- (c) Officers of Group B (Class II) Gazetted Service of Central Government and Officers of State Civil/Police/Technical Services with at least ten years of service.

In some of the programmes, officers of middle management level employed by Central/State owned Public Sector Undertakings were also admitted.

The Management Development Programmes are organised by the Institute on its own. The sponsored programmes are conducted by the Institute faculty either at Delhi or outside Delhi at the request of other organisations.

The programmes organised by the Centre for Urban Studies are meant for municipal officers or officers of Urban authorities.

The abstract picture of these programmes category-wise is given below:

Sl. No.	Programme	No. of Programmes conducted	No. of Participants
1.	Management Orientation Programmes	21	480
2.	Special Programmes	6	139
3.	Management Development Programmes	12	158
4.	Sponsored Programmes	15	342
5.	Centre for Urban Studies	8	176
6.	Eighth Advanced Professional Programme in Public Administration	1	29
	Total:	63	1324

The details of the Programme are given on pp. 28-35.

## B.2. RESEARCH AND CONSULTANCY

Mention was made in the Annual Report for 1981-82 about the grouping of the academic faculty of the Institute under nine divisions, keeping in view of their interest, experience and expertise. Due to increase in staff as well as the compulsions of many areas of work that the IIPA had taken up, it was open to every member of the faculty to opt for any two divisions. The objectives of the divisions are:-

- (a) to prepare annual plan of work in the respective areas of research and training and undertake periodic reviews;
- (b) to discuss, finalise, coordinate and review individual plans of action;
- (c) to act as a forum for academic interaction, intellectual development of its members by organising seminars, special lectures, etc.; and
- (d) to coordinate activities with other academic group and divisions in promoting inter-disciplinary approaches.

Research and consultancy programmes of the faculty for the year are arranged divisionwise as well as inter-divisionwise to facilitate easy comprehension and are on pp.36-47.

The membership of the divisions is given in Appendix II. The Director is associated with all the divisions.

The following persons are currently affiliated to the IIPA to undertake research studies as mentioned below against each:

1. Prof. Shanti Kotheri  
awarded Senior Fellowship  
by the Indian Council of  
Social Science Research  
'India and the Super Powers'.
2. Smt. Otima Bordia,  
I.A.S., Secretary,  
Finance, Govt. of Rajasthan  
'Evolution of Energy  
Policy in India with special reference  
to Energy Administration.
3. Shri B.B. Sahay,  
Joint Secretary,  
Ministry of Defence  
'Implementation of the Integrated Rural  
Development Programme - Administrative  
and Organisational Issues - A case study  
of a District in Bihar'.
4. Miss Jyoti Verma  
awarded Doctoral  
Fellowship by the ICSSR  
'Integrated Rural Development Prospects  
and Perspective'.

The affiliation of the following persons to the IIPA for their research studies ended during the year:-

1. Prof. B.R. Nanda  
awarded National Fellowship  
by the ICSSR  
'A Study in Depth of the Life and Works  
of Mahatma Gandhi'.

Sl. No.	Name of the Course	No. of Participants
MANAGEMENT ORIENTATION PROGRAMMES (Sponsored by the Training Division of the Department of Personnel & Administrative Reforms, Ministry of Home Affairs)		
1.	Third Course on Computers in Government	42
2.	Fifth Course on Management Accounting	9
3.	Twentyfifth Course on Administrative Leadership and Behaviour	20
4.	Eleventh Course on Tribal Development Administration	16
5.	Ninth Course on Personnel Policies & Practices	28
6.	Eighteenth Course on Budgeting and Financial Control	42
7.	Ninth Course on Organisation and Management	20
8.	Third Course in Vigilance for Chief Vigilance Officers of Ministries/Departments and Public Sector Undertakings of the Government of India	19
9.	Second Course on Inventory Management & Control	33
10.	Fifth Course on Personnel Management	22
11.	Second Course on Performance Budgeting and Audit	22
12.	Fifth Course on Training of Trainers	27
13.	Twelfth Course on Introduction to Operations Research	22
14.	Seventeenth Course on Development Administration	9
15.	Twenty Sixth Course on Administrative Leadership and Behaviour	17
16.	Sixth Course on Management Information Systems	15
17.	Sixth Course on Personnel Management	20

## PROGRAMMES

Duration	Course Director	Training Associate
April 19-30, 1982	Shri R.K. Sachdeva	-
July 7-17, 1982	Prof. K.L. Handa	Shri Rakesh Gupta (Associate Course Director)
July 12-24, 1982	Dr. R.B. Puri	-
July 28 - Aug. 7, 1982	Prof. A.P. Barnabas	Mn. Sarala B. Rao
Aug. 16-28, 1982	Prof. S.R. Maheshwari/ Dr. O.P. Minocha	-
Aug. 30 - Sept. 10, 1982	Prof. K.L. Handa	Shri N.C. Ganguli (Associate Course Director)
Sept. 6-18, 1982	Prof. S.R. Maheshwari	-
Sept. 13-18, 1982	Prof. V.N. Rajan	-
Sept. 20-24, 1982	Prof. Kanti Swarup	-
Oct. 11-21, 1982	Prof. S.P. Verma/ Dr. O.P. Minocha	-
Oct. 29 - Nov. 11, 1982	Prof. K.L. Handa	
Nov. 2-12, 1982	Prof. Kuldeep Mathur	
Nov. 17-27, 1982	Shri R.K. Sachdeva	
Dec. 6-18, 1982	Prof. K.N. Kabra/ Prof. A.K. Mukhopadhyay	
Dec. 13-24, 1982	Dr. R.B. Puri	
Jan. 5-15, 1983	Shri J.C. Kapur	
Jan. 10-22, 1983	Prof. S.P. Verma/ Dr. O.P. Minocha	

Sl. No.	Name of the Course	No. of Participants
18.	Sixth Course on Human Behaviour in Administration	23
19.	Fourth Course in Vigilance for Chief Vigilance Officers of Ministries/Departments and Public Sector Undertakings of the Government of India	29
20.	Third Integrated Course on Criminal Justice Administration	18
21.	Third Course on Management By Objectives	27
SPECIAL PROGRAMMES (Sponsored by the Training Division of the Department of Personnel & A.R., Ministry of Home Affairs)		
1.	Third Executive Development Programme for Group 'A' Officers of the Central Government	21
2.	Seventh Management Development Programme for Empanelled Deputy Secretaries of Central Secretariat Services	19
3.	Fourth Management Development Programme for Senior Central Government Officers	21
4.	Fourth Special Intensive Practical Course on Project Formulation and Implementation-Power for senior and middle level executives of Madhya Pradesh Electricity Board at Jabalpur	26
5.	Fourth Course on Project Implementation, Monitoring and Evaluation - Agriculture	25
6.	First Course on Planning for Rural Development	27
MANAGEMENT DEVELOPMENT PROGRAMMES (Organised by the Institute on its own)		
1.	First Course on Ethics and Administration	10
2.	Eighth Course on Finance for Non-Finance Executives	11
3.	All India Top Level Seminar on Effectiveness of Project Management under Indian conditions - Problems and Prospects at Srinagar	17
4.	Ninth Course on Valuation and Assessment of Property Taxes	10
5.	Sixth Workshop on Management Information Systems	13

## PROGRAMMES

Duration	Course Director	Training Associate
Jan. 27-29, 1983	Shri P.R. Dubhashi/ Prof. S.P. Verma/ Prof. Kuldeep Mathur	
Jan. 31 - Feb. 3, 1983	Prof. V.N. Rajan	
March 1-11, 1983	Prof. V.N. Rajan	
March 7-11, 1983	Shri J.C. Kapur	
Aug. 2 - Sept. 10, 1982	Prof. Kanti Swarup	Shri Rakesh Gupta (Associate Course Director)
Sept. 20 - Oct. 13, 1982	Prof. S.N. Sadasivan	Dr. B.M. Verma (Associate Programme Director)
Nov. 8 - Dec. 2, 1982	Prof. S.P. Verma	Shri M.K. Narain (Associate Programme Director)
Dec. 15, 1982 - Jan. 5, 1983	Shri M. Thyagarajan & Shri V.J. Chandrasekaran	
Dec. 29, 1982 - Jan. 18, 1983	Shri B.M. Naik	Km. Sujata Singh (Associate Programme Director)
Feb. 7-19, 1983	Prof. Kamta Prasad/ Shri M.L. Sudan	
April 21-30, 1982	Shri Shekhar Singh	-
July 26-31, 1982	Prof. M.J.K. Thavaraaj	-
Sept. 2-8, 1982	Shri M. Thyagarajan & Shri V.J. Chandrasekaran	-
Sept. 13-22, 1982	Prof. A. Datta	
Sept. 14-24, 1982	Shri J.C. Kapur	Shri Rakesh Gupta



Sl. No.	Name of the Course	No. of Participants
6.	Third Course on Urban Project Appraisal	19
7.	Fourth Advanced Course on Project Management	23
8.	Seventh Advanced Course on Materials Planning	13
9.	Ninth Course on Financial Management Techniques	4
10.	Seventh Course on New Dimensions in the Management of Human Resources	12
11.	Fourth Workshop on Project Appraisal and Implementation Plan	12
12.	Third Course on Urban Management	14

## SPONSORED PROGRAMMES

(Conducted at the request of other Organisations)

1.	Training Programme on Project Monitoring and Evaluation for the Sr. and middle level executives of the Rural Electrification Corporation	15
2.	Fifth Special Capsule Course on Project Management for the Engineer-Officers of Central Electricity Authority	29
3.	Special Course on Users Orientation to Computers of Officers of the Government of Gujarat at Ahmedabad	24
4.	Sixth Special Capsule Course on Project Management for Engineer Officers of Central Electricity Authority	27
5.	Course on Management of Rural Development	17
6.	Special Training Course on Fundamentals of Computers for the Indian Audit & Accounts Service Probationers	17
7.	Special Training Programme on Advanced Development Administration for executives of the Government of Gujarat at Ahmedabad	22
8.	Training Programme on Financial Management including Management Accounting and Performance Budgeting for the executives of the Government of Gujarat at Ahmedabad	28
9.	Seventh Special Capsule Course on Project Management for Engineer-Officers of the Central Electricity Authority	23

## PROGRAMMES

Duration	Course Director	Training Associate
November 29 - December 4, 1982	K.S.R.N. Sarma	-
December 1-10, 1982	Shri B.M. Naik	-
January 17-22, 1983	Prof. Kanti Swarup	-
Jan. 24-Feb.4, 1983	Shri N.C. Ganguli	-
February 14-19, 1983	Dr. Jaideep Singh	-
February 21 - March 2, 1983	Prof. Ram Prakash/ Shri V.J. Chandrasekaran/ Shri M. Thyagarajan	
March 7-19, 1983	Prof. A. Datta	Shri G. Jha (Associate Consultancy Director)
May 10-15, 1982	Shri V.J. Chandrasekaran	
May 27 - June 2, 1982	Shri M. Thyagarajan/ Shri V.J. Chandrasekaran	
July 19-31, 1982	Shri R.K. Sachdeva	
September 14-20, 1982	Shri M. Thyagarajan/ Shri V.J. Chandrasekaran	
September 30 - October 7, 1982	Dr. R.K. Tiwari	
October 15-21, 1982	Shri R.K. Sachdeva	
January 24 - February 5, 1983	Dr. O.P. Minocha	
February 7-19, 1983	Prof. K.L. Handa	
February 9-16, 1983	Shri M. Thyagarajan	

Sl. No.	Name of the Course	No. of Participants
10.	Special Training Course on Personnel Management for executives of the Industrial Development Corporation of Orissa Ltd. at Bhubaneswar	18
11.	First Appreciation Course on Development and the Environment	22
12.	Eighth Special Capsule Course on Project Management for the Engineer Officers of the Central Electricity Authority	24
13.	Ninth Special Capsule Course on Project Management for the engineer Officers of the Central Electricity Authority	29
14.	Special Course on Users Orientation to Computers for IA & AS Probationers	22
15.	Tenth Special Capsule Course on Project Management for the Engineer Officers of the Central Electricity Authority	25

## CENTRE FOR URBAN STUDIES

1.	Seventh Course on Urban Plan Administration	32
2.	Thirteenth Course on Urban Financial Management	20
3.	Tenth Course on Municipal Personnel Administration	17
4.	Seventh Course on Urban Water Supply Management	16
5.	First Course on Integrated Development of Small and Medium Towns	29
6.	First Course on Housing the Urban Poor	22
7.	Second Course on Integrated Development of Small and Medium Towns	22
8.	Sixth Course on Solid Wastes Management	18

## PROGRAMMES

Duration	Course Director	Training Associate
February 14-19, 1983	Dr. O.P. Minocha	
February 21-March 2, 1983	Shri Shekhar Singh	
February 22-28, 1983	Shri V.J. Chandrasekaran	
March 4-10, 1983	Shri V.J. Chandrasekaran	
March 14-26, 1983	Shri R.K. Sachdeva	
March 17-23, 1983	Shri V.J. Chandrasekaran	
April 14-28, 1982	Shri R.K. Wishwakarma	-
May 10-19, 1982	Shri G. Jha	-
July 5-16, 1982	Shri M.K. Narain	-
August 2-11, 1982	Dr. K.S.R.N. Sarma	-
August 16-21, 1982	Shri R.K. Wishwakarma	Smt. Nalima Verma
September 30 - October 7, 1982	Dr. K.S.R.N. Sarma	Shri G. Jha
December 6-15, 1982	Shri R.K. Wishwakarma	Shri P.C. Sharma
March 17-23, 1983	Shri Rakesh Gupta	

Completed

Project	Director
BEHAVIOURAL STUDIES AND PERSONNEL ADMINISTRATION DIVISION	
1. Administrative Stress	B.R. Sharma
CENTRE FOR RURAL DEVELOPMENT ADMINISTRATION	
1. Impact of Govt. Policy on Socio-Economic Condition of Scheduled Castes in Rural Areas - Micro Study in Agra Dist.	Ms. Sujata Singh
2. Preparation of guidelines for the preparation of dist. resources data - Mahendragarh.	J.N. Upadhyaya
3. Evaluation of TRYSEM Scheme in Rajasthan	S.N. Misra B.M. Verma
MANAGEMENT SYSTEMS DIVISION	
1. Designing and Implementation of Computer-based Personnel Information Systems for Directorate of Primary and Secondary Education, Rajasthan	R.K. Sachdeva
PUBLIC ENTERPRISES DIVISION	
1. Analysis of Organisation Work Procedure and Behavioural Forces and Policy in Central Board of Secondary Education	O.P. Minocha J.C. Kapur
2. Designing of Management Information System for Industrial Development Corp. Ltd. Orissa	O.P. Minocha J.C. Kapur
FINANCIAL MANAGEMENT DIVISION	
1. Simla Municipal Corporation - Retirement Benefits of its employees	K.L. Handa

## CONSULTANCY

Year of Initiation	Funding Agency	Nature of Project
January 1982	IIPA	Research Project
January 1981	IIPA	Research Project
1977	Ford Foundation and Govt. of India	Research Project
February 1982	Ministry of Rural Deve- lopment Govt. of India	Research Project
1980	Directorate of Primary and Secondary Education, Govt. of Rajasthan	Consultancy
March 1982	Central Board of Secondary Education	Consultancy
March 1982	IDC Ltd., Bhubaneswar	Consultancy
June 1982	Simla Municipal Corporation	Consultancy

Project	Director
SOCIAL WELFARE ADMINISTRATION AND SOCIAL ADMINISTRATION DIVISION	
1. The Problem of Refugees in India	A.P. Barnabas
INTER-DIVISION PROJECTS	
1. Rationalization of the System of Grant-in-aid for Voluntary Organisations	A.P. Barnabas Mrs. M. Lakshmiswaramma Ms. Sarla B. Rao
2. Management Study of the Work of Headquarters and Regional Offices, Kendriya Vidyalaya Sangathan	R.K. Sachdeva O.P. Minocha R.B. Jain

## CONSULTANCY

Year of Initiation	Funding Agency	Nature of Project
March 1982	U.N. High Commission for Refugees	Research Project
January 1981	Deptt. of Social Welfare Govt. of India	Research Project
January 1982	Kendriya Vidyalaya Sangathan	Consultancy



## In Progress

Project	Director
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## BEHAVIOURAL STUDIES AND PERSONNEL MANAGEMENT DIVISION

- |  |            |
|--|------------|
| 1. Political Dimensions of the Role of Multinational Corporations in India | S.P. Verma |
|--|------------|

## CENTRE FOR URBAN STUDIES

- |   |   |
|---|---|
| 1. Unit Cost of Creating a job in Central Govt. - Its employment Multiplier effect and implications | R.K. Wishwakarma                        |
| 2. Financing of the 2nd Perspective Plan for Delhi 2001 A.D.  | K.S.R.N. Sama<br>G. Jha<br>Rakesh Gupta |
| 3. Voluntary Agencies & Urban Development   | M.K. Narain                             |
| 4. Slum Improvement   | M.K. Narain                             |

## CENTRE FOR RURAL DEVELOPMENT ADMINISTRATION

- |   |                  |
|---|------------------|
| 1. A Socio-Economic study of the Chenchu Pally weaker section | Ms. Sujata Singh |
|---|------------------|

## CONSULTANCY

Year of Initiation	Expected Date of Completion	Funding Agency	Nature of Project
1981	July 1983	ICSSR	Research Project The study aims at analysing the techniques adopted by the socio-economic interests in general of MNCs in particular in the areas of administration of legislative decision making
March 1982	August 1983	Ministry of Works & Housing Govt. of India	Research Project To estimate the cost of creating a job in Central Govt. and allied Public Undertakings in Delhi & other selected towns of National Capital Region of Ballabgarh Gurgaon, Faridabad & Ghaziabad.
August 1982	Oct. 1983	Delhi Develop- ment Authority	Consultancy
March 1983	July 1983	IIPA	Research Project To study the role of voluntary agencies in Urban Dev. and their training needs
Dec. 1982	June 1983	IIPA	Research Project To evaluate the project of Slum Improvement in Kanpur city and its impact on Slum dwellers
Sept. 1982	Sept. 1983	IIPA	Research Project

Project	Director
2. Bench-Mark Study of Socio-economic Conditions & Growth Potential Drought Districts of West Bengal, Haryana, J & K.	Kamta Prasad
3. Evaluation of Bonded Labour Rehabilitation Scheme in Chickmagalur District (Karnataka)	R.K. Tiwari
4. Evaluation of Bonded Labour Rehabilitation Scheme in Medak District (Andhra Pradesh)	R.K. Tiwari
5. Implementation process in the National Rural Employment Programme - A Study in two districts of the States.	R.K. Tiwari
6. Preparation of Block Plan(s) in East Siang District of Arunachal Pradesh by Arunachal Pradesh Official in consultation with the IIPA	M.L. Sudán J.N. Upadhyaya
7. Concurrent Monitoring and Evaluation of TRYSEM in India 1979-81	M.K. Gaur
8. A Study of Formulation of Agricultural Policy including Policy regarding Priority of Agricultural Production in Indian Planning	P.R. Dubhashi B.M. Verma

## CRIMINAL JUSTICE ADMINISTRATION DIVISION

- |                                     |            |
|-------------------------------------|------------|
| 1. Film on 'Law And the Common Man' | V.N. Rajan |
|-------------------------------------|------------|

## CONSULTANCY

Year of Initiation	Expected Date of Completion	Funding Agency	Nature of Project
Jan. 1982	June 1984	Central Water Commission, Govt. of India	Research Project To understand the socio-economic problems of the selected states districts, assess the impact of rainfall, irrigation and development schemes on the economic condition of people.
March 1983	Dec. 1983	Ministry of Labour & Rehabilitation, Govt. of India	Research Study
March 1983	Dec. 1983	Ministry of Labour and Rehabilitation Govt. of India	Research Study Impact study regarding Rehabilitation of Released Bonded Labourers
March 1983	Dec. 1984	Ministry of Rural Development, Govt. of India	Research Study To gain insights into the problems connected with the execution of the Rural Employment Programme
May 1981	March 1984	Arunachal Pradesh Govt.	Consultancy
Nov. 1981	Dec. 1983	Ministry of Rural Re-const- ruction Govt. of India	Research Project
Sept. 1982	Dec. 1983	IIPA	Research Project
April 1982	Dec. 1983	Home Ministry & Films Division of Information & Broadcasting Ministry	Consultancy

Project	Director
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## MANAGEMENT SYSTEMS DIVISION

- |  |                |
|--|----------------|
| 1. Design and Implementation of Computer-based Financial Information System for Govt. of Gujarat | R.K. Sachdeva  |
| 2. Modernization 100 year old Periyar Vagai Irrigation Project                                   | M. Thyagarajan |

## PUBLIC POLICY AND PLANNING DIVISION

- |   |               |
|---|---------------|
| 1. Regulatory Administration of Private Corporate Sector in India.                        | S.K. Goyal    |
| 2. Nationalization - as a Policy option in India  | K.N. Kabra    |
| 3. Judicial Policy formulation in India: An Empirical Analysis of some of the Assumptions | Shekhar Singh |

## PUBLIC ENTERPRISES DIVISION

- |   |              |
|---|--------------|
| 1. Organisational Relationship and the Govt. Control of Public Enterprises in India     | O.P. Minocha |
| 2. Project Monitoring-Integration of Physical and Financial Progress of Projects        | B.M. Naik    |
| 3. Nature and Scope Public Sector in India's Strategy of Development                    | K.N. Kabra   |
| 4. The Comparative Performance of Public Enterprises and large Private Sector Companies | S.K. Goyal   |

## CONSULTANCY

Year of Initiation	Expected Date of Completion	Funding Agency	Nature of Project
1980	1984	Govt. of Gujarat	Consultancy
1977-78	1984	The Management of Periyar Vagai Project, Public Works Deptt. Govt. of Tamil Nadu	Consultancy
Nov. 1980	1985-86	ICSSR	Research Programme
1979	Dec. 1983	ICSSR	Research Project
Jan 1981	Oct. 1983	IIPA	Research Project
Sept. 1981	Sept. 1983	IIPA	Research Project
1981	August 1983	IIPA	Research Project
1981	Presently postponed	IIPA	Research Project
Aug. 1982	Aug. 1984	SCOPE	Research Project

Project	Director
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## SOCIAL WELFARE ADMINISTRATION AND SOCIAL DEVELOPMENT DIVISION

- |  |                |
|--|----------------|
| 1. Ecology and Administration in Kerala          | S.N. Sadasivan |
| 2. Administration in Social Development in India | S.N. sadasivan |

## INTER-DIVISIONAL PROJECTS

- |   |   |
|---|---|
| 1. Review of the Strength of officers and staff in the Railway Board              | P.R. Dubhashi<br>K.L. Handa<br>O.P. Minocha |
| 2. District Council in Kerala   | S.N. Sadasivan<br>M.L. Sudar                |
| 3. Reorganisation of the Directorate General of Resettlement, Ministry of Defence | R.B. Puri<br>B.M. Naik                      |

## CONSULTANCY

Year of Initiation	Expected Date of Completion	Funding Agency	Nature of Project
1981	1984	IIPA	Research Project
1981	1984	IIPA	Research Project
March 1982	Dec. 1983	Railway Board	Consultancy
1981	1984	IIPA	Research Project
Dec. 1982	Sept. 1983	Ministry of Defence	Consultancy Reorganisation of the Directorate General of settlement



2. Dr. J.D. Sethi  
awarded Senior Fellowship  
by the ICSSR  
'The Role of Minimum or  
Basic Needs in Alternatives  
Development Strategy'
3. Shri C.B. Jain, I.A.S.  
Formerly Director-General  
of Tourism and Ex-officio  
Additional Secretary to the  
Govt. of India, in the  
Ministry of Tourism and  
Civil Aviation.  
'An Integrated Approach to Tourism  
Policy Planning in India in the  
Eighties'
4. Shri S.N. Pandita, I.A.S.  
Joint Secretary, Ministry  
of Education and Culture,  
Government of India.  
'Crisis in Higher Education: Escalation  
Costs and Rising Aspirations - Search  
for Alternative Administrative Models'.
5. Shri J.C. Pandey,  
Former Joint Secretary,  
Ministry of Home Affairs,  
Government of India.  
'National Integration - Communal  
Harmony'.

#### CENTRE FOR URBAN STUDIES

The Institute's Centre for Urban Studies, was established in December, 1966, with financial support from the Union Ministry of Works & Housing. It organised during the year, eight short-term training programmes for senior officers from municipal corporations, municipalities and urban development authorities on subjects, such as financial management, personnel management, valuation and assessment of property tax, urban plan administration, water supply management and solid waste management. 176 participants attended these programmes. Besides these, the Centre also conducted 3 fee-based programmes which were attended by 41 participants. In addition, the Centre also conducted a workshop on 'Urban Land Policy'.

The research studies on 'Unit Cost of Creating a job in Central Government - Its Employment Multiplier effect and Implications', 'Financing of the Second Perspective Plan for Delhi - 2001 A.D.', 'Voluntary Agencies and Urban Development', and 'Slum Improvement' undertaken by the Centre are at various stages of completion.

The Centre continued to publish an Urban affairs quarterly journal 'Nagarlok'. During the year under report, two special numbers on 'Urban Shelter' and 'Urban Federalism' were brought out.

#### CENTRE FOR RURAL DEVELOPMENT ADMINISTRATION

The Centre for Rural Development Administration was established in January 1981 to conduct research/consultancy, training programmes, seminars/conferences and discussions in the area of policy, planning and implementation of rural development programmes.

Seven training programmes and three research studies were conducted

during the year in the field of rural development. As many as 8 research studies (p.56-57) taken up on the Centre are in progress. These include 'Bench-mark study of socio-economic Conditions and Growth Potential Drought District of West Bengal, Haryana and Jammu & Kashmir', 'Evaluation of Bonded Labour Rehabilitation', 'Formulation of Agricultural Policy including Policy regarding priority of Agricultural Production in Indian Planning' and 'Preparation of Block Plan in East Siang District of Arunachal Pradesh'.

#### THE CORPORATE STUDIES GROUP

During the year 1982-83, the Corporate Studies Group was engaged in the following research programmes/projects:

1. Indian Council of Social Sciences Research research programme on "Regulatory Administration of Private Corporate Sector in India" ( 5 year duration)
2. Indo-Dutch Programme on Alternatives in Development (IDPAD) research project on "Corporate Information System".
3. Indo-Dutch Programme on Alternatives in Development (IDPAD) research project on "Political Dimensions of Multinational Corporations"
4. Standing Conference on Public Enterprises (SCOPE) research project on "Comparative Performance of Public Enterprises and Large Private Sector Companies".

Of these, projects at S.No. 2 and 3 have been completed and the reports are being submitted to the IDPAD. The other two projects will continue during the next year. The Group has been sanctioned a new research project, namely, "Growth and Regulation of Foreign Private Capital in India since independence" by the Planning Commission.

The Group has established a computer based Corporate Information System which extensively covers the Indian corporate sector. It comprises of ten data files on computer tapes, containing data on various aspects of the corporate sector. A number of other data files are under preparation. An exhaustive press clipping documentation, a collection of company Annual Reports and Prospectuses; and a working library on the Corporate sector are the other components of the information system. The information system is accessible to academic researchers in addition to the Group members. A number of Doctoral scholars from various Universities and researchers from institutions in India and abroad have approached the Group for their data requirements. During the year under review the Group acquired a micro-processor unit HCL System-2. This system has two double density floppy drives in addition to a mini floppy with a CPU having 64 K Byte memory. The system is equipped with FORTRAN and BASIC compilers and Word Processing software. This system apart from being used for the Group's data processing requirements and publications, has proved useful in bringing out the Institute's Newsletter and some other publications.

The Group has been requested by the Indian Council of Social Science

Research to provide consultancy and training to the senior staff of a research institute in Bangladesh for establishment of information system similar to its own. The Amsterdam University and Free University of Amsterdam have proposed a joint programme of research on multinationals in collaboration with the Group, under the second phase of IDPAD.

During the year, three members of the Group, namely, Professor S.P. Verma, Shri Nagesh Kumar and Shri B.M. Gupta visited several research institutions in the Netherlands, the UK, France, Belgium, Switzerland, Austria, West Germany etc. and met scholars working in their respective areas.

The Group brought out a report on "Functioning of Industrial Licensing System" in January 1983 which has since been widely discussed. Another study (yet unpublished) on the small scale sector, has been completed during the year. The Group also brought out a booklet, "An Introduction to Corporate Information System", describing the scope and nature of the work of the Group. In addition, members of the Group brought out several publications/working papers which are listed elsewhere in this report.

The Corporate Studies Group consists of the following members.

Professor S.K. Goyal	Programme Director
Professor S.P. Verma	Project Director, Project on Political Dimensions of MNCs.
Mr. Nagesh Kumar	Lecturer
Mr. Kamal Mitra Chenoy	Lecturer
Mr. K.S. Chalapati Rao	Lecturer
Mr. B.M. Gupta	Lecturer
Mr. Anil Nauriya	Lecturer
Mr. H.S. Sidhu	Lecturer
Mr. K.V.K. Ranganathan	Research Associate
Mr. M.R. Murthy	Research Associate
Mr. D.N. Sharma	Research Associate

### B.3. CASE STUDIES PROGRAMME

The Committee on Case Studies continued its work with Prof. M.V. Mathur, Professor Emeritus, National Institute of Educational Planning and Administration, New Delhi, as Chairman and Director P.R. Dubhashi as Project Director. Dr. Jaideep Singh, Reader in Behavioural Sciences, who is a member of the Committee on Case Studies, assisted the Committee in its programme.

During the year, a three day National level workshop on "Case Studies" was held at the IIPA from April 22-24, 1982.

The following volumes were published:

- 1) Case Studies for Training in Public Administration - A Report.  
(Editor: Dr. Jaideep Singh)
- ii) Case Studies in Public Administration - An Analytical Guide (Author: Dr. Jaideep Singh).

## B.4. PUBLICATIONS

### B.4.1 PERIODICALS

The Institute continued to bring out the following periodicals:

1. Indian Journal of Public Administration (Quarterly)
2. Nagarlok (Quarterly)
3. Documentation in Public Administration (Quarterly)
4. IIPA Newsletter (Monthly)

#### Indian Journal of Public Administration

The Institute brought out four issues during 1982 (Volume XXVIII) which, taken together, ran into 960 pages.

In all, the four issues contained 53 articles, 58 book reviews, and 5 documents and the annual bibliographies. Among the contributors, 12 were administrators, 41 academics including 25 from abroad.

The subject of the special number in 1982 was 'Productivity in Public Administration: Concept and Application'.

As in the previous years, the Editor has been receiving appreciative references to the quality and standard of the journal.

Shri T.N. Chaturvedi continued to be the Editor of the IJPA and Shri N.R. Gopalakrishnan as the Assistant Editor up to January 1983. Thereafter Shri M.K. Gaur took over as Assistant Editor.

The Institute's agreement with M/s Swets & Zeitlinger B.V., Amsterdam, Holland, to bring out out-of-print volumes/issues of the Indian Journal of Public Administration continues. The Institute is also in agreement with this Dutch firm to bring out micro-editions of all the back issues of IJPA.

#### Nagarlok

Four issues of Nagarlok were brought out during the year, two special number on different topics: 'Urban Shelter' (April-June 1982), and 'Urban Federalism' (October-December 1982). The four issues contained 31 articles and 3 book reviews. Among the contributors, 5 were administrators and 24 academics. The four issues together ran into 468 pages bringing the average page per - issue to 117. Director P.R. Dubhashi continued to be the Editor. Prof. A. Datta and Shri G. Jha continued to function as Joint Editor and Assistant Editor, respectively.

#### Documentation in Public Administration

Four issues of Documentation in Public Administration were published under the joint auspices of the Institute and the Indian Council of Social Science Research.

Shri T.N. Chaturvedi continued to be the Editor and Shri Mohinder Singh, the Librarian of the Institute, the Assistant Editor.

#### IIPA Newsletter

Twelve issues of the monthly Newsletter, covering all important areas of

public administration in India and abroad, were brought out during the year. Shri T.N. Chaturvedi continued to be the Editor and Shri M.K. Gaur continued to assist him in bringing out the Newsletter.

#### B.4.2 OTHER PUBLICATIONS

1. Police Administration - Ed. T.N. Chaturvedi and S. Venugopal Rao.
2. Evaluation of Training of Rural Youth for Self-Employment (TRYSEM) in Rajasthan by S.N. Mishra and B.M. Verma
3. Issues in In-Service Training - Ed. Hari Mohan Mathur
4. Jawaharlal Nehru and Public Administration - A Symposium - IIPA
5. Perceptions or Reality - A Study by Raj Nandy
6. Case Studies in Public Administration - An Analytical Guide by Jaideep Singh.
7. Property Taxation in India - Ed. Abhijit Datta.
8. Dependence and Dominance Political Economy of a Tribal Commodity by Kamal Nayan Kabra.
9. Grammar of Planning by P.R. Dubhashi.

#### SENIOR EDITORIAL AND PUBLICATIONS STAFF

1. Shri M.K. Gaur, Assistant Editor
2. Shri Om Anand, Publications Officer.

#### B.5 SEMINARS AND CONFERENCES

During the year, a number of high level Seminars/Workshops/ Symposium on significant aspects of administration were organised, the details of which are given below:

1. Second National Symposium on Project Management, Organisation, Systems and Procedures (April 9-10, 1982)

The Project Management Association, New Delhi in association with the IIPA conducted a two-day National symposium on Project Management, Organisation, Systems and Procedures from April 9 to 10, 1982.

The objective of the Symposium was to provide a forum for exchange of experience and disseminate knowledge on techniques and practices in the operation of different Project Organisation, Systems and Procedures and to formulate suggestions and guidelines for continuing efforts for their improvement.

The discussions were held in a number of technical sessions and the symposium recommendations were discussed in the last session. The following were the sessions:

- Project Organisation - Structures, Roles Responsibilities and Authorities;
- Project Organisation - Behavioral, Legal and Administrative Aspects;

- Project systems - Planning and Implementation;
- Project Systems - Information and Control;
- Project Procedures - Communication and Coordination;
- Project Procedures - Governmental, Financial and Institutions.

Director P.R. Dubhashi welcomed the participants in the symposium. Shri G.K. Mathur, General Manager, Engineering Projects (India) Ltd. and the Project Management Association Symposium Convenor delivered the introduction to the symposium. Shri B.C. Mathur, Secretary, Ministry of Supply and Rehabilitation, Government of India, delivered the inaugural address. Shri K.L. Puri, Chairman and Managing Director, Bharat Heavy Electricals Ltd., delivered the key note address. The Presidential remarks were delivered by Shri S.K.N.S. Dikshit of Engineers India Ltd. and Project Management Association Honorary Secretary.

The Valedictory Address was delivered by Prof. O.P. Narula, Chairman and Managing Director, Engineering Projects (India) Ltd., Director P.R. Dubhashi, delivered the Presidential Address.

The Symposium was attended by about 150 participants.

Shri B.M. Naik, Senior Management Analyst in the Institute was the Convenor of the Programme Committee of the PMA Second National Symposium.

## 2. Orientation Seminar on India's Policy on Environment (April 12-13, 1982)

The two-day orientation Seminar on India's Policy on Environment held on April 12-13, 1982 was sponsored by the Department of Environment, Government of India.

The Seminar was primarily designed to acquaint the participants with the main problems regarding the management of environment and with the national policies concerning ecology and environment. Efforts were also made to familiarize the participants with the programmes and projects being undertaken by the Government and by other agencies, with the objectives of environmental conservation and to explore the ways and means of securing people's cooperation in this direction.

Director P.R. Dubhashi delivered the inaugural address. Shri E.B. Vohra, Chairman, National Committee on Environmental Planning delivered the key note address. Prof. O.P. Dwivedi, University of Guelph, Canada, Shri Brij Kishore, Shri Dilip K. Biswas of the Department of Environment, Government of India, and Shri Shekhar Singh of IIPA presented papers at the Seminar. More than 50 participants took part in the deliberations of the Seminar.

Shri Shekhar Singh was the Seminar Coordinator.

## 3. Workshop on Case Studies (April 22-24, 1982)

A Three-day workshop on Case Study was conducted from April 22 to 24, 1982. the workshop was financed by the Training Division of the Department of Personnel and Administrative Reforms, Ministry of Home Affairs, Government of India.

The participants in the workshop discussed the following aspects:

1. the use of case studies in administrative training institutions;
2. the problems relating to writing of the case studies; and
3. administrative set up required to coordinate the training programmes with the case studies.

Besides presentation and discussion of cases written by Shri J.B. D'Souza and Shri M.K. Chaturvedi, discussions in the workshop were grouped as under:

1. use of case studies in administrative training institutions
2. Teaching via the case method;
3. experience of using and expectations of case studies by training institutions;
4. the art of case writing;
5. guidelines for case writing in future;
6. problems and issues in case study writing and utilisation;
7. identification of priority areas for case writing; and
8. organisation for IIPA's case study programme.

Dr. Jaideep Singh presented a paper giving an analytical account of the 65 cases brought out by IIPA.

The Workshop was inaugurated by Dr. B. Venkatappiah, Vice-President, IIPA. Prof. M.V. Mathur presided over the inaugural session. Director P.R. Dubhashi introduced the framework for the workshop discussions.

Shri B.C. Mathur, Secretary to Government of India, Department of Supply delivered the Valedictory Address. Shri T.N. Chaturvedi, Secretary, Ministry of Home Affairs, Government of India presided over the valedictory session.

Dr. Jaideep Singh and Shri N.R. Gopalakrishnan were the coordinators of the Workshop.

#### 4. National Workshop on Appraisal and Selection of Investment Proposals (April 27-29, 1982)

The IIPA, in collaboration with the Department of Personnel & A.R. (Training Division) Ministry of Home Affairs and other Ministries of Government of India organised in Vigyan Bhavan, New Delhi the National Workshop on Appraisal and Selection of Investment Proposals from April 27 to 29 1982.

The National Workshop aimed at:

- to provide opportunity for exchange of information and experience;
- pool together different selection and follow up practices; and
- develop workable standards of appraisal and selection suitable to our economic environment and for promoting investment climate.

Director P.R. Dubhashi, delivered the Opening address. The highlights of the Workshop were presented by Prof. Ram Prakash, Workshop Convenor. Shri L.K. Jha, Chairman, Economic Administration Reforms Commission, Government of

India delivered the inaugural address. Shri Hari Mohan Mathur, Joint Secretary, Department of Personnel and Administrative Reforms, Ministry of Home Affairs, Government of India delivered the closing remarks.

The technical sessions in the Workshop were devoted to:

1. Strategy and Policy of Appraisal and Selection of Investment Proposals in Apex Financial Institutions;
2. Strategy and Policy of Appraisal and Selection of Investment Proposals in Central Ministries;
3. Strategy and Policy of appraisal and Selection of Investment Proposals in Nationalised Banks;
4. Strategy and Policy of Appraisal and Selection of Investment proposals in State Financial Corporations;
5. Overall strategy and Policy on Appraisal and Selection of Investment Proposals;
6. In depth discussions on papers contributed and presentation of Discussion Reports.

At the concluding session, Director P.R. Dubhashi summed up the outcome of the review. Prof. Ram Prakash, Workshop Convenor, gave a report on the workshop. The Valedictory Address was delivered by Shri Mohd. Fazal, Member, Planning Commission. Prof. M.V. Mathur, Vice-President, IIPA delivered the Concluding Remarks in the Workshop.

The Workshop was attended by 80 participants from Central Ministries, State Governments, Apex Financial Institutions, Nationalised Banks, State Financial Corporations. Researchers Faculty Members from the Institute and others.

#### 5. Symposium on Scheduled Castes and Social Tensions (January 9-10, 1983)

The Delhi Sociological Association and the Indian Institute of Public Administration organised a two-day Symposium on 'Scheduled Castes and Social Tensions' on January 9 and 10, 1983. The Symposium was sponsored by the N.R.C. and Indian Council of Social Science Research.

The Symposium was inaugurated by Director P.R. Dubhashi.

Dr. D. D. Narula, Member-Secretary, I.C.S.S.R. delivered the Valedictory address. Prof. S.C. Dube, chaired the concluding session.

The Symposium was attended by about 45 participants and Prof. A.P. Barnabas coordinated it.

#### 6. National Seminar on District Administration (February 21-23, 1983)

The Indian Institute of Public Administration in collaboration with the Training Division of the Department of Personnel and Administrative Reforms, Ministry of Home Affairs, Government of India organised a three-day National Seminar on District Administration from February 21 to 23, 1983.



The objects of the Seminar were:

- to provide a proper atmosphere for discussion at the national level for the participants on important aspects of the district administration in order to evolve a useful consensus aimed at enhancing its productivity;
- to examine the various organisational changes that have been effected in the district administration and to determine their adequacy to meet the functional proliferation;
- to review the field of law and order within the existing socio-political framework and make an objective evaluation of the methods and techniques employed for its enforcement;
- to study the new problems ascribable to the operations of pressures, influences and interests in the sphere of District Administration with a view to suggest practical solutions to them;
- to take a comparative assessment of democratic and planning processes at the district and sub-district levels; keeping in view the efficacy of their institutional arrangements and the range of tools and devices they rely on; and
- to evaluate the utility of the innovations introduced in the district administration and identify the areas where fresh innovations are necessary for raising its efficiency.

It was the expectation of the Seminar that with their individual experience and knowledge, the participants would make a collective contribution to provide a new perspective to the discipline of District Administration in theory and practice.

The sessions were devoted to:

1. Components of Administration (2 sessions)
2. Administration of Law and Order and Criminal Justice
3. District Administration and Local Democracy (2 sessions)
4. Planning: Formulation and Implementation of Development Programme at the District and Block Levels.
5. Pressures on District Administration.

The National Seminar was inaugurated by Director P.R. Dubhashi.

The points of consensus and recommendations were presented at the concluding session. The Valedictory Address was delivered by Shri T.N. Chaturvedi, Secretary, Ministry of Home Affairs, Government of India.

About 40 participants participated in the National Seminar.

#### 7. Seminar Predicasts Services (January 11, 1983)

The Institute in collaboration with the Indian Library Association organised a half day Seminar on Predicasts Services on January 11, 1983.

#### 8. Workshop on Urban Land Policy (March 24-26, 1983)

The Centre for Urban Studies organised a two-day Workshop on Urban Land Policy from March 24 to 26, 1983.

The Workshop discussed the implementation of various facets of existing urban land policy in the country. A working paper prepared by Prof. A. Datta and Prof. A.K. Mukhopadhyay formed the basis for discussion in the workshop. In addition to the working paper, brief notes on the implementation of various land policy measures in their respective cities prepared by the participants in the workshop were also discussed.

Prof. A. Datta and Prof. A.K. Mukhopadhyay of the Centre for Urban Studies were the Workshop Coordinators.

The Workshop was attended by about 10 participants including the CUS Faculty.

### B.6 LIBRARY AND REFERENCE SERVICE

During the year, the Library acquired 3,949 volumes. On March 31, 1983, the Library had 1,48,608 volumes of books, public documents and periodicals. The number of periodicals on the current list at the close of the year stood at 496. Twelve newspapers were made available in the Library during the year.

Library facilities were availed of by 2,975 persons including members of IIPA, members of the faculty and staff of the Institute, participants of various courses conducted by the Institute, and the research scholars from academic institutions. During the year 10,455 volumes were loaned out. On inter-library loan transactions, 557 volumes were loaned out and 75 books were borrowed.

The Library continued the clipping of relevant articles and other items from the newspapers being received in the Library. The clippings are arranged subject-wise, equipped with an author index, and are maintained in bound volumes.

During the year, 8 bibliographies and reading lists were compiled for the use of the faculty and members of the Institute.

The Library continued to issue the 'Monthly List of Additions' and a weekly service 'Documentation in Public Administration'. Four quarterly issues of the Documentation in Public Administration were compiled.

The depository collection on economic development in the developing countries placed in the Library by the Economic Development Institute of the International Bank for Reconstruction and Development continued to be used for reference purposes.

#### Book Selection Committee

The Book Selection Committee for the year 1982-83 consisted of the following members:

1. Prof. A. Datta
2. Prof. K.L. Handa
3. Dr. R.B. Jain

4. Prof. K.N. Kabra
5. Shri J.C. Kapur
6. Prof. Kuldeep Mathur
7. Dr. R.B. Puri
8. Dr. R.K. Tiwari
9. Shri Mohinder Singh (Convener)

#### Contributions by the Library Staff

1. Shri Mohinder Singh, Librarian, undertook a project "Study of the Publications, Bibliographic Control, and Distribution Mechanism of the State Governments and Compilation of a Select Bibliography of State Governments' Publications". The project was started in November, 1982 with grant-in-aid from the ICSSR and is expected to be completed in about a year's time.
2. Santosh Bakshi. Property Taxation in India. In IIPA Publication of the same title, Pub., 1983.
3. M.P. Nayar. The Campus Scene. 'Seminar', April 1982; Future of Politics. 'Seminar', October 1982; M.P. Nayar and Devendra Kumar. Public enterprise in India: a select bibliography, Vol. II. New Delhi, Budha, 1982.
4. A.K. Joshi. Our national character. 'Seminar', August 1982; Three hundred millions. 'Seminar', February 1983.
5. Devendra Kumar. Nepali reflections. 'Seminar', June 1982; Playing games. 'Seminar', November 1982; Parallel economy. 'Seminar', March 1983.
6. M.S. Limaye. Childhood today. 'Seminar', July 1982; Confused world. 'Seminar', December 1982.

#### SENIOR LIBRARY STAFF

1. Shri Mohinder Singh, Librarian
2. Shri K.P. Phatak, Sr. Asstt. Librarian
3. Mrs. S. Bakshi, Sr. Asst. Librarian
4. Shri M.P. Nayar, Asstt. Librarian
5. Shri A.K. Joshi, Asstt. Librarian
6. Shri Devendra Kumar, Asstt. Librarian

#### B.7 PARTICIPATION IN INTERNATIONAL SEMINARS AND PROGRAMMES

Director P.R. Dubhashi participated in the Tokyo Round Table of the International Institute of Administrative Sciences (IIAS) from September 13-17, 1982. He presented a Country paper on "Public Enterprises as a Instrument of States Policies". The other two topics of the meeting were: (i) 'Administration of Metropolitan Areas' (ii) Aspects of International Administration sub-continent and South East Asia including Indonesia. Director P.R. Dubhashi has been appointed Vice-President of International Association of schools and Institute of Administration-an affiliate organisation of the International

Institute of Administrative Sciences, Brussels, for the region covering the sub-continent and south east Asia including Indonesia.

The Round Table was combined with the meetings of International Association of Schools, and Institutes of Administration. The Round Table was followed by a joint meeting on September 18 of the Executive Committee of the Eastern Regional Organisation for Public Administration (EROPA). Director Dubhashi attended these meetings also.

Prof. A. Datta was a Visiting Fellow at the Centre for Research on Federal Financial Relations, Australian National University, Canberra, during April - June 1982. He prepared a monograph on 'State - Municipal fiscal Relations: A comparative study of Australia and India' and also lectured at the University of Queensland, Brisbane, and the James Cook University of North Queensland, Townsville, during his stay in Australia.

Prof. Kuldeep Mathur visited United Nations Centre for Regional Development, Nagoya, (Japan) to participate in a Senior level Seminar on Implementing Decentralisation Policies and Programs in Asia held from August 24 - 30, 1982. He contributed a paper on "Small Farmers Development Agency: An Experiment in Controlled Decentralisation in India". Besides being member of the Drafting Committee on Policy recommendations of the Seminar, he was also rapporteur for two sessions of the Seminar.

Prof. Mathur, on his way back, visited South Korean University and rural institutions to understand the new strategy of rural development in South Korea.

Prof. S.P. Verma, who is directing a research project on 'Politics of Multinationals', visited various universities and research institutions in Netherlands, Belgium, France, Switzerland, West Germany, and U.K. from July 15 to August 18, 1982. The research project is funded under the Indo-Dutch Programme in alternatives in development which is being jointly implemented by the Indian Council of Social Science Research and the Institute for Research in Developing Countries, The Hague.

Prof. Verma discussed issues relating to the project with scholars in the Third World Centre, Catholic University Nijmegen, Tilburg University, Transnational Institute and Amsterdam University, Amsterdam, Institute of Social Sciences, The Hague, GRESEA (Group for Research on Strategic Economic Alternatives) Brussels, Institute for Research on MNC and the Institute of Economic and Social Development, University of Paris, Paris, World Council of Churches and UNRISD at Geneva, Royal Institute of International Studies, London, Starbinger Institute in Munich; Project Technology Transfer Centre and German Institute of Overseas Studies, Hamburg, and Latin Study Centre, West Berlin.

Prof. S.R. Maheshwari attended the Twelfth World Congress of Political Science (organised by the International Political Science Association) held at Rio De Janeiro (Brazil) from August 9 - 14, 1982. He presented a paper on 'Science and Technology for Development: A case Study of India' in the panel entitled Technology for Development. He also visited a few Universities in Canada and U.S.A.

Prof. Maheshwari left for Tokyo (Japan) on October 31, 1982, for a period

of six month to work as Visiting Research Fellow at the Institute of Developing Economies, Tokyo.

Prof. Kamta Prasad visited France during September - November, 1982, under the Indo - French Cultural Exchange Programme. He worked in the Planning Commission to study the French Planning system and met a number of officers, Planning experts economists and collected relevant information from different sources.

He delivered a seminar lecture, and presided over a panel discussion at the International Institute of Public Administration, Paris. He delivered another lecture at National Agricultural University, Dijon, Franche.

Prof. Prasad also visited U.K. in connection with his study and addressed seminars in the University of London, Glasgow, East Anglia and Wales and held discussions with the faculty of these institutions on matters of mutual interest.

He also participated in a International Seminar on 'Economics of Alternative Sources of Energy' at Tokyo from September 2 to October 1, 1982. The Seminar was organised under the auspices of the International Economic Association. While in Tokyo, he visited the United Nations' University, and Institute of Developing Economies and had discussions with the faculty of these institutions.

Prof. A.P. Barnabas left for U.K. on February 9, 1983, to work as Senior Visiting Fellow in the Project Planning Centre for Developing countries, Bradford University, Bradford, for a period of six months.

#### B.8 PERSONNEL MATTERS

Dr. K.L. Handa was appointed as Professor of Financial Management with effect from June 9, 1982.

Shri V.N. Rajan, Formerly Director, Institute of Criminology and Forensic Science, joined IIPA as Professor/Consultant in Criminal Justice Administration with effect from June 24, 1982.

Dr. (Mrs.) Nalini Natarajan was appointed as Reader in social Welfare Administration on rejoining the Institute with effect from June 15, 1982, after completing her deputation term as Director (Research) in the Commission for Scheduled Castes and Scheduled Tribes, Ministry of Home Affairs.

Dr. D.R. Singh, Lecturer in Criminal Justice, relinquished his charge at IIPA with effect from July 11, 1982, to take up his new assignment as Reader in Criminology and Correctional Administration in the Tata Institute of Social Sciences, Bombay.

Shri Raj Nandy rejoined the Institute as Lecturer with effect from June 16, 1982.

Dr. A.K. Mukhopadhyay joined IIPA's Centre for Urban Studies as Professor in Urban Studies with effect from October 1, 1982.

Shri S.K. Kohli, Assistant Registrar (Admn.) participated in the International Training Programme on 'Personnel Management' at the Royal Institute of Public Administration, London, from September 6 to November 26, 1982.

Shri N.R. Gopalakrishnan, Assistant Editor, relinquished charge on

January 31, 1983. Shri M.K. Gaur, Lecturer, in IIPA, took over as Assistant Editor on February 1, 1983.

RESERVATION OF POSTS FOR SCHEDULED CASTES/SCHEDULED TRIBES  
OBSERVANCE OF GOVERNMENT OF INDIA ORDER IN RESPECT OF  
POSTS UNDER THE CONTROL OF THE IIPA

One of the conditions attached to the grant given to the Institute by the Department of Personnel and Administrative Reforms is that the Institute will make reservations for scheduled castes/scheduled tribes in the posts/services under its control on the lines indicated by the Government of India.

The Institute has accepted and is following the guidelines laid down by the Government of India in this regard.

SENIOR ADMINISTRATIVE STAFF

1. Shri Brij Bhushan, Registrar
2. Shri V. Ramakrishna, Assistant Registrar (Trg.)
3. Shri S.K. Kohli, Assistant Registrar (Admn.)
4. Shri A.S. Nagar, Assistant Registrar (Accounts)
5. Shri B.B. Malhotra, P.S. to Director
6. Shri Hari Satya Paul, Supdt. (Trg.)
7. Shri P.K. Sharma, Supdt. (Admn.)
8. Shri S.K. Katyal, Supdt. (Accounts)
9. Shri U.S. Rawat, Supdt. (Hostel).

B.9 EXTENSION PROGRAMME

Prof. Gene Kasebaum of the University of Hawai, U.S.A. delivered a talk on 'Crime Preventive Planning in India' on May 13, 1982.

Dr. R.P. Sinha of the Department of Political Economy, University of Glasgow, U.K. delivered a lecture on 'Agricultural Development Strategy - 'A Comparative Study of India and China' on February 1, 1983.

Dr. Charles S. Bullock, Professor of Political Science, University of Georgia, delivered lecture on 'Turnback of Policy Responsibilities to States and Local Governments in the U.S.' on March 25, 1983.

Prof. W.H. Morris - Jones of the Institute of Commonwealth Studies, University of London, delivered IIPA's first Endowment Lecture on 'Legislatures in the New States' on March 30, 1983. Dr. B. Venkatappiah, Vice-President of the Institute, presided over the lecture.

B.10 ACADEMIC CONTRIBUTION AND OTHER ACTIVITIES  
OF THE IIPA FACULTY

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- Barnabas, A.P. Profile of the Child in India (Editor), Ministry of Social Welfare.
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- Sachdeva, R.K. Depreciation During Inflation, Mainstream, June 26, 1982.
- Computer: Light & Tomorrow, The Hindustan Times, July 26, 1982.
- Management Planning for Computers, Financial Express,

Aug. 14, 1982.

Debt - Equity Ratio: Some Implications, Mainstream, Sept. 1982.

Subsidised Capital, The Hindustan Times, Nov. 26, 1982.

- Sadasivan, S.N. 'The concept of Productivity: Its Application to Administration'. IJPA, July-Sept., 1982.
- Sharma, B.R. Work Motivation in Govt. System, The Management Review, Vol.VIII, No.2, 1982.
- Singh, Shekhar 'Vested Interests & the Environment', World Focus, Vol.39, March, 1983.
- Sudan, M.L. Integrated Rural Development Programme: Some Measures to Improve its Effectiveness, Indian Journal of Public Administration, Special No. Vol.XXVIII, No.3, July-Sept. 1982.
- Nehru and Economic Policy, Jawaharlal Nehru and Public Administration (Symposium Papers) Published by IIPA.
- Thyagrajan, M. 'The Needed Systems approach for implementation planning for public sector projects', Project Management Association, New Delhi, May, 1982.
- 'Construction Management Training', Project Management Association, New Delhi, May, 1982.
- 'Integrated Implementation System for public Sector Construction Projects', Bureau of Public Enterprises, Ministry of Finance, New delhi, Nov. 1982.
- Thavaraj, M.J.K. Performance Budgeting in India - An Evaluation (Monograph)
- The Actual Force of Managerialism, Social Scientist, January, 1983.
- The Overdraft Problem in Perspective: Social Scientist, October, 1982.
- Verma, S.P. 'Police Personnel Management', Kautilya (Journal of Political Science), Vikram University, Ujjain, July 1982.



## BOOK REVIEWS

- Dubhashi, P.R. Destination Man: Towards a New World by S.K. Dey, Kurukshetra, August 16-31, 1982.
- Rural Development & Local Organisation in Asia edited by Norman T. Uphoff, Administrative Change, Japan.
- Investment Projects in Agriculture by N.L. McDonald P. Benjamin, Indian Journal of Public Administration, July-September, 1982.
- Kabra, K.N. 'Life Insurance in India: Perspective in social security,' by R.M. Ray, IIPA, New Delhi, in IJPA, Oct.-Dec. 1982.
- 'British, Rule in India and Maxism (A Hindi Book in two Volumes by Dr. R.B. Sharma and Raj Kamal, Delhi) in Mainstream, 15 Jan, 1983.
- Kumar, Nagesh Resources Mobilisation in the Corporate Sector (V.D. Lal et al), Business India, March 14, 1983.
- Mathur, Kuldeep. 'Bureaucratic values in Development', by R.B. Jain, I.J.P.A., October-December, 1982.
- 'Productivity Prospects for Growth' by Jerome M. Rosnow (ed), I.J.P.A., July-Sept., 1982.
- Minocha, O.P. Normal Senfuta 'Destitutes on Development: A Study of Bauri Community in Bokaro Region, Indian Journal of Public Administration, April-June, 1982.
- Mishra, S.N. 'Democratic Structure and Socialization in Rural India', Panchanadikar, K.C. and J. Panchanadikar; IJPA, New Delhi, April-June, 1982.
- Small Farmers Development Programme (A Case Study of Small Farmers Development Agencies in Budaaur, Fatehpur), by S.M. Pandey and J.S. Sodhi, IJPA, New Delhi, Oct.-Dec. 1982.
- 'Democratic Orientation college going students' by Haridwar Singh, Democracies, Patna, Oct.-Dec. 1982.
- Prakash, Ram Administrators in a Mixed Polity by Jayanta Kumar Ray, IJPA, July-Sept., 1982.

- Prasad, Kamta "Studies on Development of Uttar Pradesh" by T.S. Papola and others, IJPA, April-June 1982.
- "The North Indian Peasant Goes to Market" by Leon Swartzberg. India Quarterly April-June 1982.
- Singh, Jaideep THEORY Z - William G. Ouchi, IJPA, July-Sept. 1982.
- Sudan, M.L. The tintured Canvas: Concept, Practice and Strategies in Rural Development (Ed. Mohan Kanda) IJPA, Jan.-Mar. 1982.
- Land Reforms: Production - Productivity - A Study in Andhra Pradesh (P.t. George and V.B.R.s. Somasekhara Rao) IJPA, April-June, 1982.
- Administrative Leadership and Rural Development in India (G. Haragopal) IJPA Oct.-Dec. 1982.
- Mukhopadhyay, A.K. Social Conflict and the City (Enzo Mingione), Calcutta Journal of Political Studies, Winter, 1982.
- Local Government: Politicians, Professionals and the Public (Howard Elcock), IJPA, Oct.-Dec. 1982. Thavaraj, M.J.K. 'Financial Control in a Welfare State', I.J.P.A., April-June, 1982.
- 'Indian Economy: The Regional Dimensions' Indian Economic Review, 1982
- Verma, S.P. Productivity Management: An International Review of Concepts, Techniques, Programmes and Current Issues, Indian Journal of Public Administration, July-September 1982.

#### SEMINARS/CONFERENCES

- Dubhashi, P.R. Addressed the seminar on Export Promotion and public distribution conducted by Delhi University's Department of Commerce on March 26, 1982.
- Delivered the valedictory address to post-graduate students of public administration of Panjab University's Department of Correspondence Studies on April 10, 1982.

Addressed the students of the post-graduate course in public administration at Kurukshetra University, April 16, 1982.

Gave the inaugural address at the Seventh Annual Conference of the Indian Public Administration Association held at Punjabi University, Patiala on April 17, 1982

Presided over a discussion on 'Impact of Democratic Decentralisation on Criminal Justice' on April 19 at the Institute of Criminology and Forensic Science

Inaugurated TA Pai Institute for Rural Development at Manipal on May 29 and presided over the seminar on 'Role of Youth in Rural Development's at Manipal on May 29

Addressed the local branches at Belgaum and Dharwar and pleaded for revival of their activities and met the members of the Executive Committee of the Regional Branch and discussed how the branches could be activated.

Addressed a programme on 'Ensuring Cooperative Sugar Factories, Growth Through Professional Management' at Bangalore on June 18-20

Presided over the Seminar on 'Government: Problem Free Administration through Alliance with Natural Law' on November 3, 1982

Delivered the key-note address on 'Administrative Management' at the Management Development Institute, Gurgaon, November 22

Gave a lecture on Rural Development at the Institute of Secretariat Training and Management, New Delhi on January 11, 1983

Addressed the students of Department of Public Administration, Panjab University, Chandigarh, March 4, 1983

Director P.R. Dubhashi delivered inaugural addresses in the following courses:

1. Course on Ethics in Administration, April 21, 1982
2. Special Programme on Project Monitoring and Evaluation, May 10, 1982
3. Course on Urban Financial Management, May 10, 1982

4. Course on Municipal Personnel Administration, July 5, 1982
5. Course on Administrative Leadership & Behaviour, July 12, 1982
6. Finance for Non-Finance Executives, July 26, 1982
7. Course on Tribal Development Administration, July 28, 1982
8. Programme on Effectiveness of Project Management, September 2, 1982
9. Course on Management Accounting, July 7, 1982
10. Course on Budgeting and Financial Control, August 30, 1982
11. Course on Housing the Urban Poor, September 30, 1982
12. Course on Personnel Management, October 11, 1982
13. Course on Training of Trainers, November 2, 1982
14. Course on Urban Project Appraisal, November 29, 1982
15. Advanced Course on Project Management, December 1, 1982
16. Course on Project Implementation, Monitoring and Evaluation - Agriculture, December 29, 1982
17. Course on Management Information Systems, January 5, 1983
18. Course on Personnel Management, January 10, 1983
19. Course on Human Behaviour in Administration, January 27, 1983
20. Special Course on Project Management, February 9, 1983
21. Course on New Dimensions in the Management of Human Resources, February 14, 1983
22. Course on Development and the Environment, February 21, 1983
23. Course on Project Management, February 22, 1983
24. Special Course on Users Orientation to Computers, March 24, 1983

Director P.R. Dubhashi delivered valedictory address in the following courses:

1. Course on Integrated Development of Small and Medium Towns, August 21, 1982
2. Course on Management of Rural Development, October 7, 1982
3. Course on Urban Project Appraisal, December 4, 1982
4. Special Course on Personnel Management, February 14, 1983
5. Workshop on Project Appraisal and Implementation Plan, March 2, 1983
6. Special Course on Personnel Management, February 19, 1983
7. Workshop on Project Appraisal and Implementation Plan, March 2, 1983
8. Course on Project Management, March 10, 1983
9. Course on Management by Objectives, March 11, 1983
10. Course on Project Management, 10
11. Course on Solid Wastes Management, March 23, 1983
12. Workshop on Urban Land Policy, March 26, 1983

Director P.R. Dubhashi delivered lectures in the following courses:

1. Course on Ethics in Administration (April 21-30)
2. Course on Computers in Government (April 19-30)
3. Workshop on Case Studies, (April 22)
4. Special Programme on Project Monitoring and Evaluation (May 10-15)

5. Course on Administrative Leadership & Behaviour (July 12-24)
6. Finance for Non-Finance Executives, (July 26-31)
7. Course on Tribal Development Administration (July 8 - August 7)
8. Course on Personnel Policies and Practices (August 16-28)
9. Workshop on Management Information Systems, (Sept. 14-24)
10. Programme on Effectiveness of Project Management (Sept. 2-8)
11. Course on Management Accounting, (July 7-17)
12. Programme for Empanelled Deputy Secretaries (Sept. 20-Oct. 13)
13. Course on Management of Rural Development (Sept. 30-Oct. 7)
14. Course on Budgeting and Financial Control (Aug. 30-Sept. 10)
15. Social Course on Fundamental of Computers (Oct. 15-21)
16. Course on Training of Trainers (Nov. 2-12)
17. Programme for Senior Central Government Officer (Nov. 8-Dec. 4)
18. Fourth Advanced Course on Project Management (Dec. 1-11)
19. Course on Project Implementation, Monitoring and Evaluation (Dec. 29-Jan. 18)
20. Course on Management Information System (Jan. 5-15)
21. Course on Personnel Management (Jan. 10-22)
22. Special Programme on Advanced Development Administration (Jan. 24-Feb. 5)
23. Course on Human Behaviour in Administration (Jan. 27-29)
24. Course on Planning for Rural Development (Feb. 7-19)
25. Special Course on Project Management (Feb. 9-16)
26. Special Course on Personnel Management (Feb. 14-19)
27. Course on Project Management (Feb. 22-28)
28. Course on Criminal Justice Administration (March 1-11)
29. Course on Management by Objectives (March 7-11)
30. Special Course on Users Orientation to Computers (March 14-24)
31. Course on Development and the Environment (Feb. 21-March 2)
32. Course on Project Management (March 17-23)
33. Course on Solid Wastes Management (March 17-23)

Datta, A. 'Urbanisation and Planned Economic Development: Present Scenario and Future Perspectives', CRD, JNU, New Delhi, Sept. 20-21, 1982. Paper presented 'Urbanisation and Regional Development: The Institutional Perspective'.

Goyal, S.K. 'Social and Economic Development and the war Danger', World Peace Council, Kabul, Afghanistan, Nov. 12-16 1982.

Paper presented - "Struggle for economic Independence and New International Economic Order".

'New International Economic, Order: Problems and Perspectives', ICSSR - IMWOO, New delhi, 16-20 Dec. 982.  
Paper presented - New International Economic Order and

## Transnational Corporations".

- Ittyerah, Anil C. 'Management of Economic Development: New Horizons', IIPA, Dept. of Personnel, New Delhi, 11-14 April 1983.
- Jha, Gangadhar. 'Land in Metropolitan Development', The times Research Formulation, Calcutta, April 17-18, 1982.
- Kabra, K.N. 'Self-reliant and Planning', Delhi Science forum, (Main Speaker). 31 May 1982.

National Productivity Council National workshop on Productivity of Public Distribution System Presented paper on - "Identifying Target Groups for Public Distribution System: Some Preliminary exploration". 10th Aug. 1982.

India International Centre, Panelist for a Discussion on Import Liberalisation, 7th September 1982.

Seminar on Development of Capitalism in the Indian Agriculture Organised by Andhra Pradesh Ryotu Sangham, Presented Paper on "Green Revolution and Indian Development Studies", 10-12 September, 1982.

Max Muller Bhawan's Seminar on Foreign Aid, Panelist.

Indian Economic Association, Annual Conference at Jabalpur University, Sectional Chairman - on the Parallel Economy in India, Rapporteur, 28-30 Dec. 1982.

- Kumar, Nagesh. 'Transfer of Technology', Technology and Development Group Twente University of Technology Enschede, The Netherlands. Paper presented on "Transfer of Technology in Indian Drug Industry", 18 Oct., 1982.

'New International Economic Order', ICSSR - IMWOO, Indo - Dutch Programme on Alternatives in Development (IDPAD) New Delhi, Paper presented on 'Rapporteur's Report', Dec. 16-20, 1982.

- Lakshmiswaramma, M. National Seminar on District Administration, IIPA, New Delhi, Jan. 21-23, 1983. Rapporteur for the Sessions on i) 'District administration and Local Democracy' and ii) 'Planning: formulation and Implementation of Development Programmes at the District and Block Levels'.

- Mathur, Kuldeep      Implementing Decentralization Policy and Programmes, UNCRD, Nagoya, Japan, August 24-30, 1982.
- Minocha, O.P.      Colloquium on 'Democratic Forms of Government: The Indian Experiment and Its Future', April 10, 1982,
- Mishra, S.N.      'Development of under-privileged', Suncom, Vigyan Bhawan, New Delhi, Paper presented on "Participation in Development of under privileged".
- Mukhopadhyaya, A.K.      Attended the International Seminar on the under-privileged, at Vigyan Bhawan, New Delhi, 2-9 October 1982.
- Naik, B.M.      Co-directed Workshop on Urban Land Policy at IIPA, and presented the working paper entitled "Urban Land Policy: Difficulties in Implementation", March 24-26 1983.
- Prakash, Ram      International Productivity Congress - 1983, organised by National Productivity Council, Bombay, February, 1983. Presented a paper on 'Management Information System - Key to Improve Productivity.
- Prasad, Kamta      'Making training & Development More Productive - Challenges & Opportunities'. Indian Society for Training & Development, Bombay, 22-24, 1982. Acted as Chairman for the Session on State of Management education in India and Training in Government.
- Prasad, Kamta      'National Conference on Administrative Managers and Productivity', Indian Institute of Administrative Managers, Calcutta, 18-19 Dec. 1982. Paper presented on "Productivity and Economic Development Administration at Macro Level".
- Prasad, Kamta      'Technical seminar on Women's work and Employment', Institute of Social Studies Trust on behalf of Economists Interested in Women's Issue Group, Institute of Economic Growth, New Delhi, 9-11 April 1982.
- Prasad, Kamta      'National Workshop on Appraisal and Selection of Investment Proposals', IIPA, Vigyan Bhawan, New Delhi, 27-29 April 1982.
- Prasad, Kamta      'Water Resources Development and its Socio-Economic Impact',
- Prasad, Kamta      Water Resources Studies Programme, Patna University,

Patna, 16-17 July 1982. Paper presented on "Economic Aspects of Floor".

International Seminar on "Economics of Alternative Sources of Energy", International Economic Association, Tokyo (Japan), 27 Sept.-Oct. 1st 1982. Paper presented on "Energy Development choices for India".

65th Indian Economic Conference, Indian Economic Association, Jabalpur, 28-30 Dec. 1982.

National Seminar on "Fiscal Readjustment and the Finance Commission", Department of Economics, Lucknow University, Lucknow, 5-6 Feb. 1983.

National Seminar on Indian Towards 1960s, Patriot & Link, Vigyan Bhawan, New Delhi, March 26-28, 1983. Presented paper on "Policy for Alleviation of Poverty in Rural India".

Rajan, V.N.

'Social Defence', organized by Indian Association of United Nations Agencies, New Delhi, 14 Feb. 1983. Paper presented on "The Role of the Victim in criminal Offence".

Seminar on Dt. 'Administration', organized by IIPA, New Delhi, 21-23 Feb. 1983. Paper presented on "District Criminal Justice Administration".

26th Annual Conference of IIPA, at IIPA, "Law and order Administration" - paper presented, Oct. 1982.

Rao, Sarla, B. (Miss) 'Scheduled Castes and Social Tensions', organized by Delhi Sociological Association, at IIPA, 10 Jan. 1983.

'Strategy for Development', Organized by Country Women's Association, March 4, 1983.

'Women's Work and Society', organized by Indian Statistical Institute, New Delhi, Sept. 1982.

Sachdeva, R.K.

'International Seminar on Production Management', Carl Duisberg Gesellschaft, West Germany, Madras, Nov. 29 Dec. 10, 1982. Paper presented on "Real Time Production Control System".

'Annual Convention of Computer Society of India',



Computer Society of India, Ahmedabad, 19-22 Jan. 1983.

- Sadasivan, S.N. Seminar Coordinator, National Seminar on District - Administration IIPA, Feb. 21-23, 1983. Presented papers on District-level coordination in India and 'Political Process on District Administration in India.
- Sarma, K.S.R.N. 'Appraisal of Project Report on Nurgpur Bedi Block Development (Punjab), School of Planning and Architectue, New Delhi, June 4, 1982. Acted as one of the resource persons.
- Sharma, B.R. Organized a Seminar on 'Work Motivation', at IIPA, 5 Jan. 1982.
- 'Role of Relevance of Civil Service in Democratic context'. Paper presented on "Moral dilemma in civil Servants - a case of role conflict", IIPA, 22-23 march 1982.
- 'National Seminar on District Administration', organized by IIPA, Rapporteur, Feb. 22-23, 1983.
- Singh, Jaideep Workshop on 'Case Studies', organized by IIPA, April 22-24, 1982.
- Singh, Shekhar. Orientation Seminar on 'Indian Policy on Environment' organised by IIPA, April 12-13, 1982. Paper presented on 'People's Participation in Convensation'.
- First National Conference for Legislators on Environment. organised by Parliamentary Environment Forum and the Department of Environment, Govt. of India, April 30 and Aug 1, 1982.
- 'Environment Management: Issues and Perspective organised by Punjab University, Chandigarh - October 22-23 1982. Paper presented on 'Environment of the People in Environmental Activity - A Case Study to University Students'.
- Singh, Sujata Seminar on District Administration organised by IIPA and the Training division, Deptt. of Personnel & Administrative Reform, Ministry of Home Affairs, Govt. of India, Feb. 21-23, 1983. Paper presented on 'Agrarian Reforms in a district with special reference to a weaker social group.

- Sudan, M.L. Seminar on "Rural Development: Prospects and Problems with particular reference to rural industrialization", District Industries Centre and Integrated Rural Development Agency, Gwalior (M.P.). Paper presented on "Magnitude and Challenge of Rural Poverty in India. Dec. 21-22, 1982.
- Swarup, Kanti 'Convention of Operating Research' Society, Kharagpur, Dec. 1982 Chaired rural development session.
- Thyagarajan, M. 'Project Management: Organisation, Systems and Procedures', Organized by Project Management Association, New Delhi, 9-10 April 1982. Papers presented on "The Needed Systems Approach for Implementation Planning for Public Sector Projects", and - on "Construction Management Training".
- Tiwari, R.K. National Seminar on Identification and Rehabilitation of Bonded Labour, organised by the National Labour Institute, New Delhi, in collaboration with the Ministry of Labour & Rehabilitation, Govt. of India, Feb. 7-9, 1983.
- Workshop on the Second Survey of Research in Public administration, organised by the India Council of Social Science Research, New Delhi, Feb. 11-12, 1983.
- National Seminar on District Administration, IIPA, Feb. 21-23, 1983. Acted as Rapporteur in two sessions.
- Upadhyay, J.N. National Seminar on 'District Administration, IIPA, Feb. 21-23, 1983 Presented a paper on 'Response to the crisis' - a topic under Emergency measures during National Calamities.
- Verma, B.M. "The Role and Relevance of Public Service in Democratic Context", IIPA, New Delhi, 22-23 March 1982. Paper presented on - 'Role Performance of Civil Servants and Political Leaders at grass root'.
- Attended symposium on 'Scheduled Caste and Social Tension' organized by Delhi Sociological Association, IIPA, 9-10 Jan., 1983.
- Verma, S.P. Workshop on 'Case Studies' organised by I.I.P.A., April 22-24, 1982.
- National Convention of Indian Society for Training and

Development, Bombay, December 22-24, 1982.

Workshop on the 'Second Survey of Research in Public Administration', organised by ICSSR, New Delhi, February 11-12, 1983.

Wishwakarma, R.K.

Participated as an Expert nominated by the Govt. of India to the International seminar on "Small Cities and National Development, organized by the United Nations Centre for Regional Development, Nagoya, Japan and the Govt. of India, Ministry of Works & Housing, New Delhi, Jan. 24-29, 1983.

National Seminar on 'District Administration', organized by IIPA Participated as one of the Rapporteurs, Feb. 21-23, 1983.

Participated in the Workshop on "Organisation for Urban Planning and Development", organized by the National Institute of Urban Affairs, New Delhi, Nov. 10-12, 1982.

Participated in the workshop on Environmental Management Education, organized by the Indian Environmental Society, Sept. 23-25, 1982 at International Youth Hostel, New Delhi.

Seminar on Urbanisation and Planned Economic Development: Present Scenario and future Perspective, School of Social Sciences, J.N.U., New Delhi, Sept. 20-21, 1982. Paper presented on "Issues in Metropolitan Planning - Some Aspect".

#### ASSOCIATION WITH COMMITTEES

Dubhashi, P.R.

Member, Governing Body, National Institute of Bank Management, Bombay.

Member, Governing Body, Institute of Marketing and Management, New Delhi.

Member, Indian Institute of Mass Communication Society, New Delhi.

Member, Standing Committee, Bureau of Police Research and Development, New Delhi.

Member, General Council, Institute of Applied Manpower

Research, New Delhi.

Member, Committee of Director for the Consultancy and Promotional Cell of National Cooperative Consumers' Federation of India Ltd., New Delhi.

Member, YMCA Institute of Management Studies, New Delhi.

Member, State Training Advisory Committee, HCM State Institute of Public Administration, Jaipur.

Member, ISTD, Board of Studies for the Diploma Programme in Training and Development, New Delhi.

Member, Expert Group on the setting up of National Institute of Environmental Management.

Vice-President, International Association of Schools & Institutes of Public Administration.

Chairman of Sub-group on Planning Methodology for District Planning and Member of the Group on District Planning set up by the Planning Commission.

Barnabas, A.P.

Member, Advisory Committee on Social Research Projects, Ministry of Social Welfare.

Member, Task Force for preparing a Perspective Plan for Child Welfare

Member, School of Social Sciences, Jawaharlal Nehru University.

Member, Research and Programme Committee, National YMCA.

Datta, A.

Member, Board of Studies, Department of Urban and Regional Planning, School of Planning and Architecture, New Delhi.

Member, Task Force on Financing on Urban Development, appointed by the Planning Commission.

Goyal, S.K.

Member, Advisory Committee, Indo-Dutch Programme on Alternatives in Development.

Member, Research Committee and Editorial Board, State Enterprise: an Indian Quarterly Review: SCOPE.

- Handa, K.L. Member, Working Group on Structural Reorganization, Railway Reforms Committee.
- Kabra, K.N. Member, ICSSR Visiting Committee to Indian Law Institute.
- ICSSR Visiting Committee for Centre for Social Research, Delhi.
- Maheshwari, S.R. Member, Board of Studies in Political Science, M.D. University, Rohtak.
- Minocha, O.P. Member, Committee for Evolving a code of conduct - for General Efficiency and Discipline, Central Govt. of Secondary Education,
- Mishra, S.N. Member, Research Committee, Meerut University (Meerut).
- Advisory Committee, Jag Jiwan Ram Institute of Parliamentary Studies, Patna.
- Mukhopadhyay, A.K. Member, Research Committee on Local Government, International Political Science Association.
- Naik, B.M. Member, India Studies Institution Committee EC-4 on 'Productivity and Management'.
- Prasad, Kamta Member, Minimum Wages Advisory Board, Govt. of India, Ministry of Labour.
- Member, Scientific panel for Agricultural Economics, Statistics and Marketing, Indian Council of Agricultural Research, Govt. of India.
- Member, Board of Technical Education, Govt. of India, Ministry of Education and Social Welfare.
- Member, Economic Advisory Council, Govt. of Uttar Pradesh.
- Member, Academic Council, Indian School of Mines, Dhanbad.
- Expert Member, Board of Applied Science and Humanities, Abadh University, Faizabad (U.P.)
- Member, Internal Advisory Committee of the Institute on

## Training Programmes.

- Rajan, V.N.                   Member, Special Committee formed by the Lt. Governor of Delhi.
- Rao, Sarala, B.               Member, Research Committee of Indian Council for Child Welfare, New Delhi.
- Sachdeva, R.K.               Member, Steering Committee, Computerisation of Govt. Accountants, Govt. of Gujarat.
- Sadasivan, S.N.              Chairman, National Talent Research Institute Board, August, 1982.
- Swarup, Kanti                Member of M.Phil Committee, Delhi University Management Studies.
- Thyagarajan, M.              Research Committee for Ph.D., Meerut University.
- Thyagarajan, M.              Member, "Construction Management Sectional Committee", BDC: 29, Indian Standards Institution, New Delhi.
- Member, "Output Standards for Building Industry, Sub-Committee", BDC: 29:4, Indian Standards Institution, New Delhi.
- Member, "Indian Standard Unified Nomenclature of Labour" DOC: BDC: 29 (3557), Indian Standards Institution, New Delhi.
- Member, "Safety in Construction, Operation and Maintenance of Hiver Vally Projects, sectional Committee:", BDC: 67, Indian Standards Institution, New Delhi.
- Member, "Cost Analysis and Cost Estimates Sectional Committee", BDC: 63, Indian Institute, New Delhi.
- Member, "Guiding Committee for National Building Code", BDC: 64, Indian Standards Institution, New Delhi.
- Member, "Planning and Organisation at Site Sectional Committee", BDC: 29, Indian Standards Institution, New Delhi.
- Member, Project Management Association, New Delhi
- Member, Indian Society for Training & Development, New

Delhi.

Member, Steering Group on Implementation of recommendation of the National Workshop on Project Management in Public Sector Undertakings formed by Bureau of Public Enterprises, New Delhi.

Member, Board of Studies of the Dept. of Building Engineering & Management School of Planning and Architecture' New Delhi.

Tiwari, R.K.

Member, Academic Council, Jiwaji University, Gwalior.

Wishwakarma, R.K.

Member, Committee appointed by the Lt. governor of Delhi to identify factors which have contributed towards the artificial increase of land prices in Delhi.

### C. FINANCES AND ACCOUNTS

During the year under report, the Institute received a maintenance grant of Rs. 37.51 lakhs (as against Rs. 28.46 lakhs in the previous year) from the Department of Personnel & Administrative Reforms, Ministry of Home Affairs, Government of India. In addition, the Department of Administrative Reforms also sanctioned and released a non-recurring grant of Rs. 6.90 lakhs for House Building Advance to the Employees of the Institute (including Rs. 4 lakhs carried forward from previous year). Grant of Rs. 5.83 lakhs was received from the Ministry of Works & Housing, Government of India for recurring expenditure of the Centre for Urban Studies. Grants of Rs. 2.68 lakhs for the Advanced Professional Programme in Public Administration; Rs. 2.50 lakhs for courses under Management Orientation Programme and Rs. 2.51 lakhs for other special courses were received from the Department of Personnel and Administrative Reforms, Ministry of Home Affairs.

Various sponsoring departments placed at the disposal of the Institute a sum of Rs. 6.08 lakhs for meeting expenditure on the Study Tour Abroad by the participants of the fifth, sixth, seventh and eighth APPPA. A sum of Rs. 0.92 lakh was received from the ICSSR for disbursement to Fellows. Grants from the sponsoring agencies for Research Studies, Seminars and Conferences amounted to Rs. 7.05 lakhs.

Course fees from various training programmes other than those mentioned above amounted to Rs. 6.38 lakhs (Rs. 2.04 lakhs in respect of programmes sponsored by other agencies and Rs. 4.34 lakhs from those sponsored by the Institute). The receipts from the Institute's own resources including membership-subscriptions, consultancy assignments, sale of publications, etc; were of the order of Rs. 14.31 lakhs.

The total receipts for the year were to the tune of Rs. 92.67 lakhs.

The expenditure during the year under report, was Rs. 29.93 lakhs on establishment (including T.A.); Rs. 1.42 lakhs on Library; Rs. 2.68 lakhs on

Publications; Rs. 4.47 lakhs on Maintenance of Building, rent, rates & taxes, water & Electricity charges; Rs. 2.83 lakhs on office expenses and Rs. 1.12 lakhs on services and supplies and furniture, fixture and office equipment. The expenses on the Centre for Rural Development Administration amounted to Rs. 3.97 lakhs and that on Centre for Urban Studies to Rs. 6.12 lakhs besides Rs. 0.26 lakh for Publication of Nagarlok.

On the training side, the expenditure on Advanced Professional Programme in Public Administration sponsored by the Department of Personnel and Administrative Reforms amounted to Rs. 3.59 lakhs; on Management Orientation Programme to Rs. 2.69 lakhs and on Management Development Programme and other Training Programmes to Rs. 5.29 lakhs.

Adding to this, the expenditure on Study Tour Abroad by APPPA Participants (Rs. 5.28 lakhs); disbursement of Fellowship, etc. (Rs. 0.84 lakh); Expenditure on Consultancy assignments (Rs. 1.62 lakhs); Expenditure on research projects/seminars etc. (Rs. 9.07 lakhs); Expenditure on District Planning Cells-DPAP (Rs. 0.57 lakh); grants to branches (Rs. 0.76 lakh); advances to employees for house building, conveyance etc (Rs. 9.16 lakhs) and including other minor items, the total expenditure of the Institute during the year amounted to Rs. 93.31 lakhs.

Audited statement of Accounts in detail are appended to this report. M/s Thakur, Vaidyanath Aiyar and Co. audited the accounts of the Institute for the year under report.

#### D. ACKNOWLEDGEMENTS

We are grateful to Shri M. Hidayatullah, the President of the Institute, Shri S.B. Chavan, Chairman of the Institute, and Dr. B. Venkatappiah, Chairman, Standing Committee for their unstinted support and guidance for carrying out the programmes and activities. We are thankful to the Government of India, various Ministries and Departments for their continued support by giving grants for various activities of the Institute. We are thankful in particular to the Department of Personnel and Administrative Reforms, Ministry of Home Affairs, for giving the Institute the recurring grant which forms the mainstay of the Institute finances. The Department of Personnel continued their financial support to the Institute for conducting training programmes. We are grateful to the Division and its various officers whose deep and abiding interest in the Institute was mainly responsible for the success achieved in conducting the training programmes.

Our thanks are due to the Advisory Committee of the Institute's Centre for Urban Studies and the Ministry of Works and Housing for their financial support for the sustenance of the Centre for Urban Studies.

The Institute is indebted to various State Governments for their support and encouragement to the Institute's research and consulting programmes. Our thanks are also due to various public sector undertakings and Government agencies for assigning to us training programmes for their officers and consultancy and research projects.

We are grateful to the Indian Council of Social Science Research for



their help in our research work and their continued interest in our activities.

The members of the Institute have given their generous support and co-operation and we are grateful to them. The Regional/Local branches have continued to make progress and some of the branches have done extremely well and strengthened their activities.

We deeply appreciate the work that the academic faculty of the Institute has put in and their contribution to the Institute's activities. Our thanks are also due to the Library and Publication Units and the administrative and supporting staff for their hard and dedicated working in carrying out the Institute's activities during the year.

Thanks are also due to many public men, institutions, organisations, academics and civil servants for their contribution towards the achievement of the Institute.

## APPENDIX I

## INDIAN INSTITUTE OF PUBLIC ADMINISTRATION

## EXECUTIVE COUNCIL

## President

Shri M. Hidayatullah

## Chairman

Shri S.B. Chavan

Union Minister of Planning

## Vice-Presidents

Shri Jagmohan

Lt. Governor of Delhi, Delhi.

Shri S.L. Khurana

Governor of Tamil Nadu, Raj Nivas, Madras.

Prof. M.V. Mathur

Ex-Vice-Chancellor, University of Rajasthan and Hon. Prof. emeritus, National Institute of Educational Planning and Administration, New Delhi.

Shri H.M. Patel

Savita Bungalow, Bakrol Road, Valah Vidyanagar (Gujarat).

Shri L.P. Singh

20, Poorvi Marg Vasant Vihar, New Delhi.

Dr. B. Venkatappiah

Chairman, Council for Social Development, New Delhi.

## Members

Shri V. Anandaram

Commissioner for Sugar and Cane Development Ex-officio Secretary for Govt. Industries &amp; Commerce Department (AP) Hyderabad.

Shri A.C. Bandopadhyay

Secretary, to the President of India, Rashtrapati Bhavan, New Delhi.

Prof M. Bhattacharya

Centenary Professor of Public Administration, Department of Political Science, Calcutta University, Calcutta.

Shri M.K. Chaturvedi

Principal Secretary, Government of Madhya Pradesh, Bhopal.

Shri T.N. Chaturvedi	Secretary to the Government of India, Ministry of Home Affairs, New Delhi.
Prof. A. Datta	Indian Institute of Public Administration, New Delhi.
Dr. N.R. Deshpande	Aloha 3, Daga Layout, North Ambazari Road, Nagpur.
Shri B.B. Jindal	Chief Controller of Audit and Accounts, U.P. State Electricity Board, Shakti Bhavan, Lucknow.
Prof. K.N. Kabra	Indian Institute of Public Administration, New Delhi.
Prof. Shanti Kothari	Former M.P., President, Academy of Applied Politics New Delhi.
Shri S.V. Krishnan	Chief Secretary. Government of West Bengal
Shri A. Krishnaswami	1210 Mudfort Road, Secunderabad.
Shri B.C. Mathur	Secretary to the Government of India, Ministry of Supply and Rehabilitation, Nirman Bhavan, New Delhi.
Shri K.P. Medhekar	Director General and Inspector General of Police, Maharashtra State, Bombay.
Dr. W.G. Naidu	Manager (Training & Development), Bharat Heavy Electricals Ltd., Bhopal.
Dr. R.C. Paul	Vice-Chancellor, Punjab University, Chandigarh.
Shri S. Ramanathan	Secretary, Ministry of Chemical Fertilizers, New Delhi.
Shri T.R. Satischandran	Secretary, Deptt. of Power, Ministry of energy, New Delhi.
Dr. B.D. Sharma	Vice-Chancellor, North Eastern Hill University, Shillong.
Dr. J.D. Shukla	5-B, Butler Road, Lucknow.
Shri B.P. Singh	Jawaharlal Nehru Fellow and Member Assam State Planning Board, 45 Bharti Nagar, New Delhi.

Dr. L.M. Singhvi	B-8, South Extension Part II, New Delhi.
Shri M. Subramanian	Additional Secretary, Ministry of Rural Reconstruction, Krishi Bhavan, New Delhi.
Shri. T.K. Thanickachalam	Joint Director of Agriculture, CJT Colony, 7th Cross Street West, Shenoy Nagar, Madras.
Prof. M.J.K. Thavaraj	Indian Institute of Public Administration, New Delhi.
Dr. H.R. Trivedi	5, Krishna Sagar, Jivaji Park, Ahmedabad.
Shri R.K. Trivedi	Chief Election Commissioner, Government of India, New Delhi.
Shri G.C.L. Joneja	Honorary Treasurer, E-1/3, Vasant Vihar, New Delhi.

Director & Member-Secretary

P.R. Dubhashi

## APPENDIX II

ACADEMIC STAFF  
(As on 31st March, 1983)

Director

Shri P.R. Dubhashi

## Professors

Prof. A.P. Barnabas (on extra-ordinary leave)	Professor of Sociology & Administration
Prof. A. Datta	Professor of Economic Administration
Prof. S.K. Goyal	Professor of Economic Administration
Prof. K.L. Handa	Professor of Financial Management
Prof. K.N. Kabra	Professor of Economics
Prof. S.R. Maheshwari	Professor of Political Science and Public Administration ✓
Prof. Kuldeep Mathur	Professor of Behavioural Sciences
Prof. A.K. Mukhopadhyaya	Professor in Urban Studies
Prof. G.K. Misra (on deputation)	Professor of Urban Studies
Prof. Kamta Prasad	Professor of Economics and Rural Development
Prof. Ram Prakash	Professor (Management Techniques)
Prof. S.N. Sadasivan	Professor of Public Administration
Prof. Kanti Swarup	Professor of Operations Research
Prof. M.J.K. Thavaraj	Professor of Financial Administration
Prof. S.P. Verma	Professor of Behavioural Sciences
Shri V.N. Rajan	Professor/Consultant

Shri M. Thayagarajan

Programme consultant (Project Planning &amp; Control)

## Readers

Shri M.K. Balachandran  
(on deputation)

Reader in Administrative Law

Shri D.D. Malhotra  
(on deputation)

Reader in Urban Management

Dr. O.P. Minocha

Reader in Public Administration

Dr. S.N. Mishra

Reader in Rural Studies

Dr. (Mrs.) Nalini Natarajan  
(on extra-ordinary leave)

Reader in social Welfare Administration

Dr. R.B. Puri

Reader in Organisational Behaviour and Inter-personnel Relations

Dr. K.S.R.N. Sarma

Reader in Urban Finance

Shri M.L. Sudan

Reader in Economics

Dr. Jaideep Singh

Reader in Behavioural Science

Dr. R.K. Tiwari

Reader in Public Policies and Rural Studies

## Senior Management Analysts

Dr. K.L. Chawla  
(on deputation)

Shri B.M. Naik

Shri J.C. Kapur

Shri R.K. Sachdeva

## Lecturers

Smt. Shanta Kohli-Chandra  
(on study leave)

Shri Anil C. Ittyerah

Smt. M. Lakshmiswaramma

Shri Raj Kumar Nandy

Shri M.K. Narain

Dr. B.R. Sharma

Miss Sarala B. Rao

Shri M. Seetharam  
(on deputation)

Shri Shekhar Singh

Miss Sujata Singh

Shri J.N. Upadhyay

Dr. B.M. Verma

Shri R.K. Wishwakarma

Management Analyst

Shri V.J. Chandrasekaran

Statistician

Shri N.C. Ganguli

Training Associate/Junior Research Analyst

Shri Rakesh Gupta

Shri Gangadhar Jha

## APPENDIX III

FACULTY  
(DIVISION-WISE)  
As on March 31, 1983

## I. Behavioural Studies and Personnel Management Division

1. Dr. S.R. Maheshwari	Professor
2. Shri D.D. Malhotra*	Reader
3. Dr. Kuldeep Mathur	Professor
4. Dr. O.P. Minocha	Reader
5. Shri Raj Kumar Nandy	Lecturer
6. Dr. R.B. Puri	Reader
7. Dr. S.N. Sadasivan	Professor
8. Dr. Jaideep singh	Reader
9. Miss Sujata Singh	Lecturer
10. Dr. S.P. Verma	Professor
11. Dr. B.R. Sharma	Lecturer-Coordinator

## II. Criminal Justice Administration Division

1. Shri. V.N. Rajan	Professor/Consultant
2. Shri M.K. Balachandran*	Reader
3. Dr. B.R. Sharma	Lecturer

## III. Financial Management Division

1. Dr. K.L. Chawla*	Senior Management Analyst
2. Shri N.C. Ganguli	Statistician
3. Dr. K.L. Handa	Professor
4. Shri G. Jha	Training Associate/Jr. Research Analyst
5. Smt. M. Lakshmiswaramma	Lecturer
6. Dr. K.S.R.N. sharma	Reader
7. Dr. M.J.K. Thavaraaj	Professor
8. Shri M. Thyagarajan	Consultant

## IV. Management Systems Division

1. Shri V.J. Chandrasekaran	Management Analyst
2. Shri J.C. Kapur	Senior Management Analyst
3. Shri B.M. Naik	Senior Management Analyst
4. Dr.(Mrs.) Nalini Nataraajan*	Reader



- |                        |                           |
|------------------------|---------------------------|
| 5. Dr. Ram Prakash     | Professor                 |
| 6. Shri R.K. Sachdeva  | Senior Management Analyst |
| 7. Dr. Kanti Swarup    | Professor                 |
| 8. Shri M. Thyagarajan | Consultant - Coordinator  |

#### V. Public Enterprises Division

- |                             |  |
|-----------------------------|--|
| 1. Shri V.J. Chandrasekaran | Management Analyst                         |
| 2. Dr. K.L. Chawla*         | Sr. Management Analyst                     |
| 3. Shri N.C. Ganguli        | Statistician                               |
| 4. Shri Rakesh Gupta        | Training Associate/Junior Research Analyst |
| 5. Shri Anil C. Ittyerah    | Lecturer                                   |
| 6. Shri J.C. Kapur          | Sr. Management Analyst                     |
| 7. Dr. O.P. Minocha         | Reader                                     |
| 8. Shri B.M. Naik           | Sr. Management Analyst                     |
| 9. Shri R.K. Chadeva        | Sr. Management Analyst                     |
| 10. Shri R.K. Wiswakarma    | Lecturer                                   |
| 11. Dr. K.N. Kabra          | Professor - Coordinator                    |

#### VI. Public Policy and Planning Division

- |                           |                        |
|---------------------------|------------------------|
| 1. Shri A. Datta          | Professor              |
| 2. Dr. S.K. Goyal         | Professor              |
| 3. Dr. K.N. Kabra         | Professor              |
| 4. Dr. Kamta Prasad       | Professor              |
| 5. Dr. Jaideep Singh      | Reader                 |
| 6. Shri Shekhar Singh     | Lecturer               |
| 7. Shri M.L. Sudan        | Reader                 |
| 8. Dr. R.K. Tiwari        | Reader                 |
| 9. Dr. S.P. Verma         | Professor              |
| 10. Shri Anil C. Ittyerah | Lecturer - Coordinator |

#### VII. Social Welfare Administration and Social Administration Division

- |  |                        |
|--|------------------------|
| 1. Dr. A.P. Barnabas                             | Professor              |
| 2. Smt. Shanta Kohli-Chandra<br>(on study leave) | Lecturer               |
| 3. Dr. S.N. Mishra                               | Reader                 |
| 4. Shri M.K. Narain                              | Lecturer               |
| 5. Dr. S.N. Sadasivan                            | Professor              |
| 6. Shri M. Seetharam*                            | Lecturer               |
| 7. Shri J.N. Upadhyay                            | Lecturer               |
| 8. Dr. B.M. Verma                                | Lecturer               |
| 9. Miss Sarla B. Rao                             | Lecturer - Coordinator |

## VIII. Centre for Rural Development Administration

1. Smt. Shanta Kohli-Chandra (on study leave)	Lecturer
2. Smt. M. Lakshmiswaramma	Lecturer
3. Dr S.R. Maheshwari	Professor
4. Dr. Kuldeep Mathur	Professor
5. Dr. S.N. Mishra*	Reader
6. Dr. G.K. Mishra*	Professor
7. Miss Sarla B. Rao	Lecturer
8. Shri M. Seetharam*	Lecturer
9. Shri Shekhar Singh	Lecturer
10. Miss Sujata Singh	Lecturer
11. Shri M.L. Sudan	Reader
12. Dr. Kanti Swarup	Professor
13. Dr. R.K. Tiwari	Reader
14. Shri J.N. Upadhyay	Lecturer
15. Dr. B.M. Verma	Lecturer
16. Dr. Kamta Prasad	Professor - Coordinator

## IX. Centre for Urban Studies

1. Shri M.K. Balacnahnran*	Reader
2. Shri A. Datta	Professor
3. Shri Rakesh Gupta	Training Associate/Jr. Research Analyst
4. Shri G. Jha	Training Associate/Jr. Research Analyst
5. Shri D.D. Malhotra*	Reader
6. Dr. G.K. Mishra*	Professor
7. Shri Raj Kumar Nandy	Lecturer
8. Shri M.K. Narain	Lecturer
9. Dr. K.S.R.N. Sarma	Reader
10. Shri R.K. Wishwakarma	Lecturer
11. Dr. A.K. Mukhopadhyay	Professor-coordinator

\* On deputation/extra-ordinary leave



AUDITORS REPORT TO THE MEMBERS OF  
THE INDIAN INSTITUTE OF PUBLIC  
ADMINISTRATION, NEW DELHI

We have audited the attached Balance Sheet and Income and Expenditure Account of the Indian Institute of Public Administration as on 31st March, 1983 and report that we have obtained all the information and explanations which to the best of our knowledge and belief were necessary for the purpose of our Audit and that in our opinion and to the best of our information and according to the explanations given to us the accounts give a true and fair views.

- (i) In case of the Balance Sheet, the state of affairs of the Institute as on 31st March, 1983, and
- (ii) In case of the Income and Expenditure Account, of the excess of income over expenditure for the year ended on that date.

6th September, 1983

THAKUR, VAIDYANATH AIYAR & CO.  
Chartered Accountants

## THE INDIAN INSTITUTE OF PUBLIC

Balance Sheet as at

As at 31st March, 1982		LIABILITIES	
FUNDS			
76,92,148	As per Schedule 'A' attached		83,46,425.71
GRANTS			
5,54,524	As per Schedule 'B' attached Balance for Utilisation		5,26,770.42
DEPOSITS			
2,50,000	Short term loan from United Commercial Bank		-
	Security Deposit (Including Deposits from contractors)	66,320.26	
44,546	Less: Investment Received as Security	<u>3,000.00</u>	63,320.26
LIABILITIES & PROVISIONS			
9,57,443	As per Schedule 'C' attached		5,80,402.10
	Excess of Income over expenditure Excess of Income over expenditure for the year (as per account annexed)	8,19,760.80	
	Less: Excess of expenditure over income as per last a/c	<u>4,85,137.53</u>	3,34,623.27
94,98,661	GRAND TOTAL		98,51,541.76

As per our Report of even date.  
Examined and found correct.

THAKUR, VAIDYNATH ALIYAR & CO.  
Chartered Accountants

S.B. CHAVAN  
Chairman

IV

## ADMINISTRATION, NEW DELHI

31st March, 1983

(Figures in Rupees)

As at 31st  
March 1982

## ASSETS

## FIXED ASSETS

43,40,634	As per Schedule 'D' attached	
	Gross Block at Cost	86,31,131.94
	Less: Depreciation written off upto date	43,46,825.84
		42,84,306.10

## CURRENT ASSETS, LOANS &amp; ADVANCES

25,74,392	As per Schedule 'E' attached	26,04,971.54
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## INVESTMENT OF FUNDS

17,38,822	As per Schedule 'F' attached	25,41,991.64
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## GRANTS/FEES RECOVERABLE

3,59,676	As per Schedule 'B' attached	4,20,272.48
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4,85,137	EXCESS OF EXPENDITURE OVER INCOME	-
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94,98,661

GRAND TOTAL

98,51,541.76

P.R. DUBHASHI  
Director & Member-SecretaryG.C.L. JONEJA  
Hony. Treasurer

## THE INDIAN INSTITUTE OF PUBLIC ADMINISTRATION

Schedule 'A': Reserve and Funds as at 31st March, 1983

(Figures in Rupees)

As at 31st March, 1982			
3,76,371	<b>LIFE MEMBERSHIP CAPITAL FUND</b> As per last account Add: Recd. during the year	3,76,370.75 <u>3,02,924.50</u>	6,79,295.25
49,23,055	<b>BUILDING FUND</b> As per last account Add: Appropriation from Building Reserve Fund during the year	49,23,055.03  <u>13,612.37</u>	49,36,667.40
7,501	<b>STAFF BENEVOLENT FUND</b> As per last account Add: Recd. during the year	7,501.49 <u>692.00</u>	8,193.49
	<b>GRATUITY RESERVE FUND</b> As per last account Add: Amount provided for during the year For IIPA Staff For CUS Staff Add: interest recd./ accrued	8,80,240.20    1,00,000.00 10,000.00 88,958.51	
8,80,240	Less: Paid during the year	<u>10,79,198.71</u> <u>28,820.00</u>	10,50,378.71
-	<b>ANNUAL SCHOOL PRIZE FUND</b> As per last account Add: Interest recd./ accrued	14,255.68 <u>1,303.91</u>	
14,256	Less: Amount paid as prizes	<u>15,559.59</u> <u>739.80</u>	14,819.79
4,36,863	<b>RESEARCH REVOLVING FUND</b> As per last account Add: Interest recd./accrued	4,36,863.39 <u>32,443.44</u>	4,69,306.83
66,38,286	Total Carried forward		<u>71,58,661.47</u>

As at 31st  
March, 1982

66,38,286	Brought Forward		71,58,661.47
-	<b>BUILDING RESERVE FUND</b>		
	As per last account	10,44,316.60	
	Less: Expenditure on the construction of 3rd floor on the Hostel Building upto 31.3.1982	7,84,041.67	
2,60,275	Add: Expenditure during the year	<u>13,612.37</u>	<u>7,97,654.04</u>
			2,46,662.56
	<b>P.F. IV FUND (INTEREST)</b>		
	As per last account	84,041.46	
	Add: Interest received	5,507.32	
		89,548.78	
84,042	Less: Expenditure incurred during the year	<u>3,269.68</u>	86,279.10
	<b>RESEARCH ENDOWMENT FUND (earlier named as SILVER JUBILEE FUND)</b>		
	As per last account	7,03,890.01	
	Add: Contribution during the year	1,00,000.00	
7,03,890	Add: Interest recd./accrued	63,000.00	
		8,66,890.01	
	Less: Transfd. to Silver Jubilee Publications	28,000.00	
	<b>Annual Endowment Lecture Expenses</b>	<u>2,209.00</u>	<u>30,209.00</u>
			8,36,681.01
5,655	<b>EMPLOYEE'S GROUP INSURANCE SCHEME</b>		
	As per last account	5,655.30	
	Add: Additions during the year	<u>6,174.50</u>	11,829.80
	<b>CORPORATE STUDIES GROUP REVOLVING FUND</b>		
	Amount recd. during the year		6,311.77
76,92,148	TOTAL		83,46,425.71

THAKUR, VAIDYANATH AIYAR & CO.  
Chartered Accountants

P.R. DUBHASHI  
Director & Member-Secretary

G.C.L. JONEJA  
Hon'y Tres.



## Schedule 'B': Details of Grants Received and

Source	Balance of Un- utilised/Recov- erable grant as on 1.4.82	Receipts/ Adjustments during the year
Grant from Ministry of Works & Housing, New Delhi		
(i) Centre for Urban Studies	(-)9,973.22	5,83,000.00 (Grant) 76,293.35 (Internal receipts)
(ii) Two courses on Integrated Develop- ment of Small & Medium Towns	-	20,000.00
(iii) Seminar on Integrated Dev. of Small & Medium Towns	(-) 12,316.05	13,984.00
(iv) Publication of Proceedings of Seminar on IDGMT	-	-
Grant from ICSSR New Delhi for:		
i) Study of Nationalisation in Non-Agricultural Sector of Indian Economy since 1947.	(-)3,566.05	10,110.00
ii) Res.Proj.-Crisis in Higher Educa- tion & Escalating costs, Rising Aspirations-search for Alternative Admn. Models	1,389.50	-
iii) Research Study of Election to Delhi Metropolitan Council	771.41	-
iv) Project on Implementation of Integra- ted Rural Development Administration - A Case Study	-	4,439.00
v) Preparation of Bibliography for IInd Survey in Public Administration	(-)1,145.88	1,145.88
vi) Research Project-Social Welfare and its Admn. in Indian Setting	4,327.75	-

## ADMINISTRATION, NEW DELHI

Expenditure Incurred for the Year Ending 31st March, 1983

(Figures in Rupees)

Total	Actual Payments	Provisions	Total Expend- iture/Adjust- ments during the year	Balance of un- utilised grant as on 31.3.83
6,49,320.13	6,52,619.17	-	6,52619.17	(-)3,299.04
20,000.00	17,889.55	-	17,889.55	2,110.45
1,667.95	1,667.95	-	1,667.95	Nil
-	2,758.38	-	2,758.38	(-)2,758.38
6,543.95	11,579.80	-	11,579.80	(-)5,035.85
1,389.50	1,389.50	-	1,389.50	-
771.41	4.90	-	4.90	766.51
4,439.00	-	900.00	900.00	3,539.00
-	-	-	-	-
4,327.75	-	-	-	4,327.75
(Continued)				

Source	Balance of Un- utilised/Recov- erable grant as on 1.4.82	Receipts/ Adjustments during the year
via) Project on compilation of a select bibliography on State Govt. Publications.	-	3,000.00
vii) Res. Projects- Victims of Crime	8,950.00	-
viii) Research Project-Establishment of Information system for Foreign Private Capital in India	(-)43,829.26	1,00,000.00
ix) Research Project-Political Dimensions of Multinational Corporations in India	75,420.32	79,000.00
x) Research Project - Regulatory Administration of Foreign Private Corporate Sector in India	9,207.17	2,00,000.00
xa) Res. Project on Interdependence of Goods & Services in a Dev. Economy.	-	9,028.00
xi) Research Project - Foreign Private Capital in India - 1st Phase	(-)2,282.56	2,282.56
xii) Research Project - Foreign Private Capital in India - 2nd Phase	(-)17,353.37	14,713.00
xiii) Fellowship to Sh. B.R. Nanda	8.12	22,417.00
xiv) Fellowship to Sh. J.D. Sethi	(-)3,211.38	40,672.00
xv) Fellowship to Miss Jyoti Verma	-	7,200.00
xvi) Fellowship to Miss shanta Kohli Chandra	-	2,850.00
xvii) Fellowship to Prof. Shanti Kothari	-	19,000.00
Grant from Municipal Corporation, Delhi for: Research Project - Study and Development of South Zone	8,800.68	-

Total	Actual Payments	Provisions	Total Expend- iture/Adjust- ments during the year	Balance of un- utilised grant as on 31.3.83
3,000.00	2,646.40	718.00	3,364.40	(-)364.40
8,950.00	8,950.00	-	8,950.00	-
56,170.74	84,610.47	-	84,610.47	(-)28,439.73
1,54,420.32	1,35,858.26	6,524.26	1,42,382.52	12,037.80
2,09,207.17	1,86,517.48	10,723.99	1,97,241.47	11,965.70
9,028.00	7,585.01	551.70	8,136.71	891.29
-	-	-	-	-
(-)2,639.37	-	-	-	(-)2,639.37
22,425.12	23,007.78	-	23,007.78	(-)582.66
37,460.62	48,281.27	7,836.07	56,117.34	(-)18,656.72
7,200.00	3,070.97	-	3,070.97	4,129.03
2,850.00	-	-	-	2,850.00
19,000.00	3,064.50	2,500.00	5,564.50	13,435.50
8,800.68	-	-	-	8,800.68
(Continued)				

Source	Balance of Un- utilised/Recov- erable grant as on 1.4.82	Receipts/ Adjustments during the year
<b>Grant from Ministry of Social Welfare for:</b>		
Research Project-Rationalisation of System of Grant in aid by the Ministry/Central Social Welfare Board	20,251.20	-
Grant from CWIC for Bench Mark Studies of Social Economic Conditions of People in D.P. Areas of W.B., Haryana & J&K.	92,961.52	80,500.00
Grants from Standing Conference of Public Enterpsries in Project on comparative Performance of Pulic Sector & Large Scale Private Companies	-	75,000.00
Grant from M/Energy for study of Evaluation of Energy Policy in India	43,722.36	-
Grant from M/Rural Dev. for Ist Course on Mgt. of Rural Dev.	-	13,387.00
<b>Grant from Deptt. of Personnel &amp; Admini- strative Reforms</b>		
i) Fifth Top Level Seminar on Planning & Implementation Systems	11,234.71	(-) 11,234.71
ii) Fourth MDP for Group A Officers	-	40,000.00
iii) Third EDP for Group A Officers	-	55,000.00
iv) Fourth EDP for Group A Officers	-	40,000.00
v) Executive Development Programme on Development Administration for four Pijian Participants	(-) 756.30	756.30
vi) Fourth Course for Officers of Integrated Finance of Ministry/ Departments	-	15,500.00
vii) Top level seminar on Management of Economic Dev. - New Horizons	-	-

Total	Actual Payments	Provisions	Total Expend- iture/Adjust- ments during the year	Balance of un- utilised grant as on 31.3.83
20,251.20	18,343.75	400.00	18,743.75	1,507.45
1,73,461.52	1,01,104.73	7,325.90	1,08,430.63	65,030.89
75,000.00	84,450.51	8,675.58	93,126.09	(-)18,126.09
43,722.36	16,060.98	1,221.15	17,282.13	26,440.23
13,387.00	11,672.35	-	11,672.35	1,714.65
-	-	-	-	-
40,000.00	36,444.84	-	36,444.84	3,555.16
55,000.00	55,000.00	-	55,000.00	-
40,000.00	-	-	-	40,000.00
-	-	-	-	-
15,500.00	357.96	-	357.96	15,142.04
-	288.86	-	288.86	(-)288.86 (Continued)

Source	Balance of Un- utilised/Recov- erable grant as on 1.4.82	Receipts/ Adjustments during the year
viii) National Seminar on Distt. Admn.	-	16,000.00
ix) Third Course for Officers of Integrated Finance	2,605.69	-
Grant for 7th MDP for Empanelled Dy. Secys.	-	22,579.62
Course on Development through participation	(-)3,295.42	12,329.74
For Publication of five Volumes	-	50,000.00
Two Courses on Project Formulation & Implementation: REC	(-)1,026.81	24,000.00
Course under M.O.P. during 1981-82	(-)16,235.13	-
Course under Management Orientation for expenses during 1982-83	34,000.00	2,16,000.00
3rd Course on Project Implementation Monitoring & Evaluation - Agriculture	-	3,348.40
Grant for VIIIth Advanced Professional Programme in Public Administration	(-)56,950.07	2,68,000.00
Grant for study Tour Abroad by Vth APPPA	(-)43,333.29	17,181.29
-do- Vth APPPA	16,623.29	(-)16,000.00
-do- VIIth APPPA	(-)40,792.85	1,40,000.00
-do- VIIIth APPPA	-	4,67,000.00
Grant for Workshop on Case Studies	-	20,000.00
Fee for HUDCO for W/shop for Middle & Sr. Level Executives	(-)87.98	4,320.00
Grant from Deptt. of Environment for 1st Appreciation course on Dev. & Envn.	-	18,000.00
Grant for National Seminar on Dev. of Tertiary Sector in Rural Areas	(-)5.04	-

Total	Actual Payments	Provisions	Total Expend- iture/Adjust- ments during the year	Balance of un- utilised grant as on 31.3.83
16,000.00	9,881.59	22.10	9,903.69	6,096.31
2,605.69	2,605.69	-	2,605.69	-
22,579.62	22,579.62	-	22,579.62	-
9,034.32	9,034.32	-	9,034.32	-
50,000.00	13,387.50	3,823.80	17,211.30	32,788.70
22,973.19	10,973.19	-	10,973.19	12,000.00
(-) 16,235.13	-	-	-	(-)16,235.13
2,50,000.00	2,59,678.71	6,929.35	2,66,607.96	(-) 16,607.96
3,348.40	3,348.40	-	3,348.40	-
2,11,049.93	3,27,961.02	17,943.62	3,45,904.64	(-)1,34,854.71
(-)26,152.00	456.71	-	456.71	(-)26,608.71
623.82	-	-	-	623.82
99,207.15	(-)602.18	-	(-)602.18	99,809.33
4,67,000.00	5,27,662.82	-	5,27,662.82	(-)60,662.82
20,000.00	20,000.00	-	20,000.00	-
4,232.02	4,232.02	-	4,232.02	-
18,000.00	18,000.00	-	18,000.00	-
(-)5.04	22.00	-	22.00	(-)27.04

(Continued)



Source	Balance of Un- utilised/Recov- erable grant as on 1.4.82	Receipts/ Adjustments during the year
Special Course on Personnel Mgt. for Executive of IDC of Orissa	-	-
Amount Reimbursable by Bihar State Agricultural Marketing board	(-)564.00	564.00
National W/shop on Appraisal & Seltion of Investment Proposals	(-)1,876.00	16,000.00
Grant from Planning Commission for Seminar on D.P. Areas	-	5,500.00
Grant from M/Rural Dev. for Second Course on Dev. Through Participation	-	16,500.00
Fee for Modern Mgt. for Deptt. of Space & ISRO at shriharikota	(-)19,410.90	19,410.90
Spl. Training Prog. on Fundamentals of computers for IA&AS Probationers	-	12,000.00
Seminar on India's Policy on envn.	(-)4,419.07	14,600.00
Grant for Special Mgt. courses for C.E.A.	18,963.32	-
Fellowship under common-wealth Fund for Technical Cooperation Scheme-London	1,319.37	-
Fellowship under Technical co.op. Scheme of columbo Plan for Malaysian Participants	7,282.64	-
Fellowship to shri Ali-Md. Quadam Ali fayas.	(-)24,379.23	-
Fellowship to Sh. J.R. Saha under T.C.S. of Colombo Plan.	13,455.88	-
Fee from Department of Rural Dev., New Delhi for Seminar on Institutional Finace for Rural Dev. Programme for Northern Region	(-)117.75	-
Grant from Town & Country Planning Organi- sation for Res. Proj. Unit Cost of Creating Job for Central Govt. Employees in Delhi.	27,983.68	80,000.00

Total	Actual Payments	Provisions	Total Expend- iture/Adjust- ments during the year	Balance of un- utilised grant as on 31.3.83
-	11,456.52	-	11,456.52	(-)11,456.52
-	-	-	-	-
14,124.00	14,124.00	-	14,124.00	-
5,500.00	5,500.00	-	5,500.00	-
16,500.00	147.10	-	147.10	16,352.90
-	-	-	-	-
12,000.00	12,000.00	-	12,000.00	-
10,180.93	7,079.64	-	7,079.64	3,101.29
18,963.32	18,963.32	-	18,963.32	-
1,319.37	-	-	-	1,319.37
7,282.64	-	-	-	7,282.64
(-)24,379.23	-	-	-	(-)24,379.23
13,455.88	1,161.00	-	1,161.00	12,294.88
(-)117.75	-	-	-	(-)117.75
1,07,983.68	98,979.61	6,900.70	1,05,880.31	2,103.37
(Continued)				

Source	Balance of Un- utilised/Recov- erable grant as on 1.4.82	Receipts/ Adjustments during the year
Research Project-Rehabilitation of Bonded Labour in 3 districts MP, Bihar & Orissa	(-)8,750.89	-
Research Project-Survey of Construction of Labour in Indian Metropolitan City-Kanpur	(-)4,977.66	-
<b>Grant from Director-General Health Services for:</b>		
3rd Course on Prevention of food Adulteration	(-)2,334.49	2,334.49
Study of Administrative Decentralisation in India Nagoya-Japan	(-)1,877.80	9,276.40
Scholarship to Sh. M.A. Sulliman	(-)1,947.90	-
<b>Grant from Min. of Agriculture &amp; Irrigation Deptt. of Rural Reconstruction</b>		
1) Research Study on Appraisal, Implementation & Management DPAP in Pali District and for Annotated Bibliography on DPAP	(-)879.85	4,025.34
11) District Planning Cell-DPAP Purlia Distt.	(-)19,177.04	10,777.04
11i) District Planning Cell-DPaP (Five districts)	39,169.28	-
Grant from Ford Foundation for District Planning Cell-DPAP	83,559.39	-
Grant for Proj. on evaluation-cum-Monitoring of TRYSEM	2,437.45	-
Grant for Concurrent Evaluation Study of TRYSEM in Rajasthan	6,750.72	10,000.00

Total	Actual Payments	Provisions	Total Expend- iture/Adjust- ments during the year	Balance of un- utilised grant as on 31.3.83
(-)8,750.89	8,409.97	-	8,409.97	(-)17,160.86
(-)4,977.66	-	-	-	(-)4,977.66
-	-	-	-	-
7,398.60	1,636.45	-	1,636.45	5,762.15
(-)1,947.90	-	-	-	(-)1,947.90
3,145.49	3,145.49	-	3,145.49	-
(-)8,400.00	(-)7,898.80	-	(-)7,898.80	(-)501.20
39,169.28	-	-	-	39,169.28
83,559.39	47,157.05	-	47,157.05	36,402.34
2,437.45	6,455.10	-	6,455.10	(-)4,017.65
16,750.72	19,897.20	900.00	20,779.20	(-)4,028.48
(Continued)				

Source	Balance of Un- utilised/Recov- erable grant as on 1.4.82	Receipts/ Adjustments during the year
Grant from CIRDAAP for Study in Impro- ving Delivery System for small farmers in Tamil Nadu	30,405.45	-
<b>Consultancy Assignments:</b>		
i) Financial Implications for Perspective Plan for Delhi 2001 A.D.	-	28,000.00
ii) Pilot Study of Sanjay Gandhi Thermal Stations & Tons Hydro Elec. Project, MPEB.	-	-
iii) Kadampari Hydro-electric Project	(-)625.80	-
iv) Design of MIS for Industrial Deve. Corporation, Orissa.	-	21,504.50
v) Pilot Study - Retirement benefits for Employees of Simla Mun. Corpn.	-	1,545.87
vi) Directorate of Education (P&S) Govt. of Rajasthan, Bikanar	9,157.87	-
vii) Study of the work of Head Quarters and Regional Offices of Kendriya Vidyalaya Sangathan	(-)91.00	-
viii) Designing a computerised Financial Accounting & Control System for Govt. of Gujarat	-	28,001.21
ix) Delegation of financial Powers to General Managers, Indian Railways	(-)18,850.80	56,317.92
x) Staff Strength Railway Board	-	-
xi) Pilot-Study-Block Level Plan- Arunachal Pradesh	(-)5,666.29	5,666.29
xii) M/or Irrigation for work on Narmada Cell	-	2,400.00

Total	Actual Payments	Provisions	Total Expend- iture/Adjust- ments during the year	Balance of un- utilised grant as on 31.3.63
30,405.45	30,405.45	-	30,405.45	-
28,000.00	11,027.21	-	11,027.21	16,972.79
-	59.50	-	59.50	(-)59.50
(-)625.80	-	-	-	(-)625.80
21,504.50	22,681.62	-	22,681.62	(-)1,177.12
1,545.87	1,545.87	-	1,545.87	-
9,157.87	9,157.87	-	9,157.87	-
(-)91.00	10,981.89	-	10,981.89	(-)11,072.89
28,001.21	29,440.71	-	29,440.71	(-)1,439.50
37,467.12	37,467.12	-	37,467.12	-
-	285.45	-	285.45	(-)285.45
-	-	-	-	-
2,400.00	2,400.00	-	2,400.00	-

(Continued)

Source	Balance of Un- utilised/Recov- erable grant as on 1.4.82	Receipts/ Adjustments during the year
xiii) Pariyar Vagai Project-Madurai	(-)3,343.50	6,593.50
xiv) Pilot study-Bargi Irrigation Project	(-)461.50	-
xv) Amount Reimbursable by Municipal Corpn. Indore	-	-
xvi) Pilot Study of I.T.D.C.	-	1,000.00
xvii) Reorganisation of Dte of Resettlement M/Defence	-	44,000.00
xviii) U.N. HCR Study on Refugees	-	4,000.00
<b>TOTAL</b>	<b>1,94,848.17</b>	<b>31,80,819.89</b>

THAKUR, VAIDYANATH ALIYAR & CO.  
Chartered Accountants

Total	Actual Payments	Provisions	Total Expend- iture/Adjust- ments during the year	Balance of un- utilised grant as on 31.3.83
3,250.00	3,266.00	-	3,266.00	(-)16.00
(-)461.50	-	-	-	(-)461.50
-	1,260.00	-	1,260.00	(-)1,260.00
1,000.00	1,000.00	-	1,000.00	-
44,000.00	29,280.72	-	29,280.72	14,719.28
4,000.00	2,372.16	-	2,372.16	1,627.84

33,75,668.06	31,85,273.90	83,896.22	32,69,170.12	1,06,497.94
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Unutilised balance from grants carried over to  
next year

5,26,770.42

Grants Receivable

4,20,272.48

Net Balance

1,06,497.94

P.R. DUBHASHI  
Director & Member-Secretary

G.C.L. JONEJA  
Hony. Treasurer



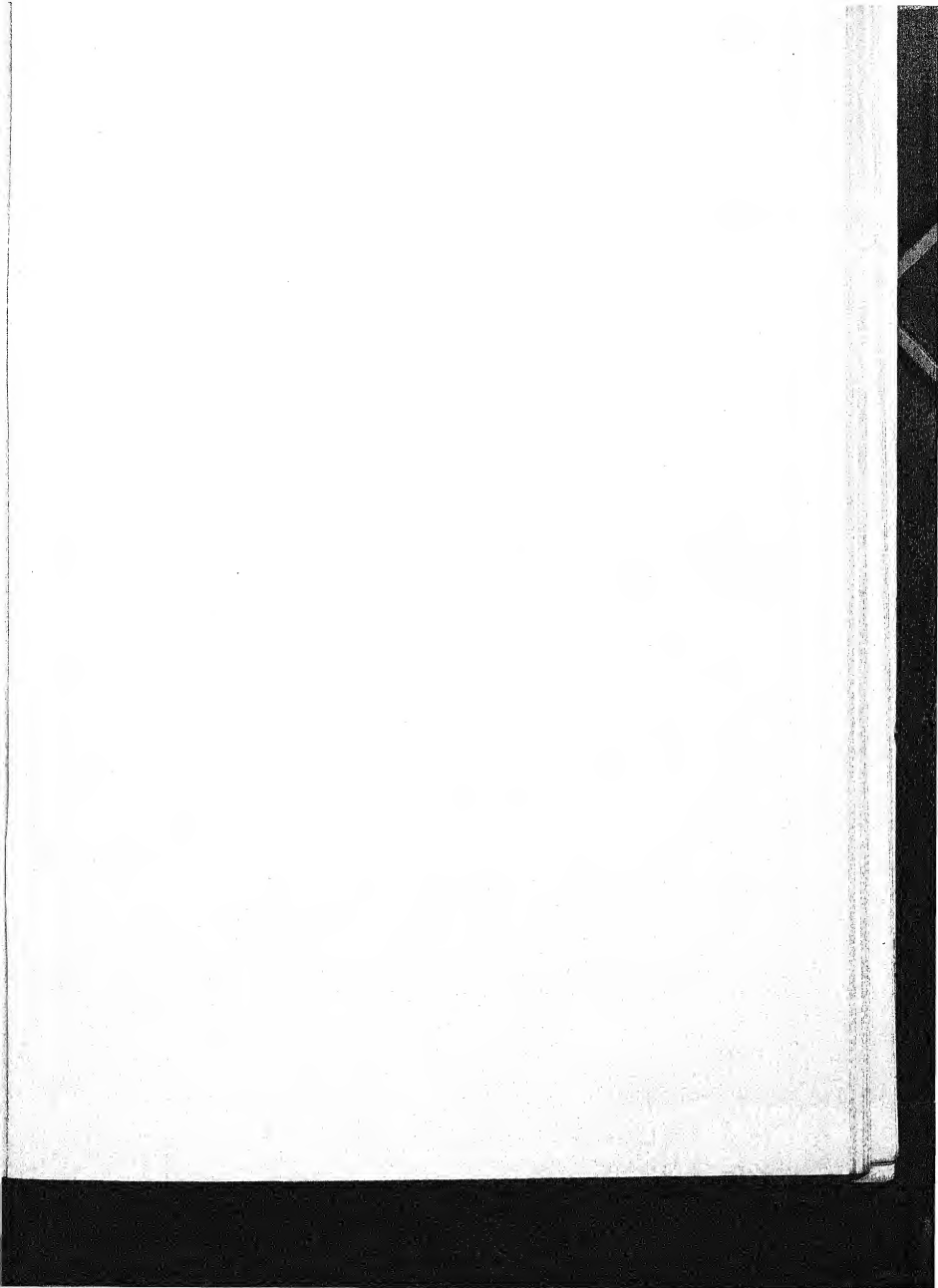
## THE INDIAN INSTITUTE OF PUBLIC ADMINISTRATION, NEW DELHI.

Schedule 'C': Liabilities and Provisions as at 31st March, 1983

(Figures in Rupees)

As at 31st March 1982	Particulars	
	Unutilised Balance-Grant from the Deptt. of Personnel & Administrative Reforms, Govt. of India, New Delhi (For House Building Advance)	-
4,00,000		
4,44,563	Expenses Payable	4,43,948.61
425	Unpaid salaries	2,662.61
11,734	Subscription received in advance (IIPA)	15,536.46
52,781	Canteen Contractor	74,664.70
17,908	Honorarium payable to Faculty (For Consultancy Assignments)	16,593.50
4,511	Honorarium payable to staff for Consultancy assignments	1,318.61
25,581	Stale Cheques Account	25,446.11
-	Insurance	199.50
9,57,443	TOTAL	9,80,402.10

THAKUR, VALDIYANATH AIYAR & CO.  
Chartered AccountantsP.R. DUBHASHI  
Director & Member-Secy.G.C.L. JONEJA  
Hon'y. Treasurer



## Schedule 'D': Forming Part of the Balance

Particulars	Cost as at 1.4.1982	Additions/ Adjustments during the year	Total Cost as at 31.3.1983
Building	47,16,148.32	13,612.37	47,29,760.69
Furniture & Fixtures	4,71,380.64	4,205.00	4,75,585.64
Air Conditioning Equipment & Water Coolers	2,07,836.89	-	2,07,836.89
Library Books	18,12,505.16	1,36,335.06	19,48,840.22
Vehicals	43,805.21	505.80	44,311.01
Film Projector & Stage Equipments (Auditorium)	1,11,072.79	-	1,11,072.79
Office Equipments and Training Aids.	4,90,192.55	31,492.69	5,21,685.24
Library Equipments	1,89,917.68	8,297.52	1,98,215.20
Hostel and Mess Equipments	1,58,038.75	749.00	1,58,787.75
Centre for Rural Development Administration Equipments Furniture & Books	2,21,927.33	13,109.18	2,35,036.51
Total:	84,22,825.32	2,08,306.62	86,31,131.94
Figures for the Previous Year	80,61,426.97	3,61,398.35	84,22,825.32

Notes: I. The Assets purchased out of the grants (other than Recurring grant from the Govt. of India) are not included in the above schedule since these have been fully charged to the respective grants. The quantity and value records are, however, being kept separately. The cost of such assets is Rs.7,32,451.80 (previous year Rs.5,58,901.80).

THAKUR, VAIDYANATH AIYAR & CO.  
Chartered Accountants

## ADMINISTRATION, NEW DELHI

Sheet as at 31st March, 1983

(Figures in Rupees)

Depreciation upto 31.3.1983	Written Down value as at 31.3.1983	Written Down Value as at 31.3.1982
17,03,172.84	30,26,587.85	30,90,580.29
3,11,113.50	1,64,472.14	1,72,573.83
1,71,490.39	36,346.50	42,760.58
14,21,246.07	5,27,594.15	4,84,363.93
31,569.27	12,741.74	15,377.90
1,05,582.87	5,489.92	6,458.72
3,53,650.10	1,68,035.14	1,64,040.37
1,02,115.38	96,099.82	93,981.27
61,693.42	97,094.33	1,04,101.27
85,192.00	1,49,844.51	1,66,395.90
43,46,825.84	42,84,306.10	43,40,634.06
40,82,191.26	43,40,634.06	

II. Office equipments include cost of 6 typewriters stolen in September, 1974, written down value as on 31st March, 1974 was Rs.3,837.96.

III. One Jeep received from District Planning Cell, Narnaul, which is yet to be registered in the name of IIPA.

P.R. DUBHASHI  
Director & Member-Secretary

G.C.L. JONEJA  
Hony. Treasurer

## THE INDIAN INSTITUTE OF PUBLIC ADMINISTRATION, NEW DELHI

## Schedule 'E': Current Assets as at 31st March, 1982

(Figures in Rupees)

As at 31st  
March, 1982

50,589	Interest accrued on fixed deposits	64,924.46
	Stock at Cost (As taken, valued and certified by the Registrar)	
	Printing Paper	59,768.18
	Stationery	25,996.46
1,60,739	Maintenance	<u>21,955.03</u> 1,07,713.67
33,552	Sundry Debtors	36,542.20
10,400	Course Fee & other charges receivable	40,254.00
2,22,000	Grants receivable	83,000 <u>6,000</u> 89,000.00
9,288	Royalty receivable	5,294.82
1,36,859	Rent receivable from Staff Quarters, Hostel & Auditorium	33,210.79
	Cash & Bank Balances	
	Cash in Hand 2,793.72	
	Petty cash 194.99	
	Postage Imprest <u>2,196.25</u>	5,184.96
	Balances with Scheduled Banks:	
	(1) <u>State Bank of India,</u> New Delhi	
	In Current Account	54,983.81
	Carried Forward	<u>60,168.77</u> 3,76,956.93

As at 31st  
March, 1982

	Brought Forward	60,168.77	3,76,956.93
	(b) <u>United Commercial Bank</u>		
	In Savings Bank Account	3,493.16	
	In Current Account	<u>7,18,745.61</u>	7,22,238.77
	(c) <u>First National City Bank, New York</u>		
	In Saving Account	84,838.58	
14,67,322	In current Account	<u>12,328.34</u>	<u>97,166.92</u> 8,79,574.46
	Loans & Advance		
	To employees		
	For purchases of conveyance	25,157.00	
3,80,067	For House Bldg.	<u>12,03,182.00</u>	12,28,339.00
	Advances		
13,040	Festival Advance	13,320.00	
13,351	For Expenses	7,215.47	
1,271	For T.A.	8,542.60	
3,907	For Legal Expenses	<u>4,180.00</u>	38,258.07
-	Suspense Account		1,511.00
25,11,385	Carried Forward		<u>25,19,639.46</u>

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 As at 31st  
 March, 1982  
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25,11,385	Brought Forward		25,19,639.46
13,987	Recoverable in Cash or in kind or for value to be received		8,052.08
	Deposits		
	For electricity	63,520.00	
	For Telephone (For OYT scheme)	10,250.00	
49,020	Others	<u>3,510.00</u>	77,280.00

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 25,74,392  
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TOTAL

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 26,04,971.54  
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THAKUR, VAIDYANATH AIYAR & CO.  
 Chartered Accountants

P.R. DUBHASHI  
 Director & Member-Secy. Hony. Treasurer

G.C.L. JONEJA

## THE INDIAN INSTITUTE OF PUBLIC ADMINISTRATION, NEW DELHI

Schedule 'F': Investment of Funds as at 31st March, 1983

(Figures in Rupees)

As at 31st March, 1982	Investment of Funds		
	<b>Gratuity Reserve Fund</b>		
	Fixed Deposits with United Commercial Bank	5,55,000.00	
7,47,822	State Bank of India	<u>3,63,021.64</u>	8,78,021.64
	<b>Research Revolving Fund</b>		
	Fixed Deposits with United Commercial Bank	2,28,500.00	
3,42,500	State Bank of India	<u>1,14,000.00</u>	3,42,500.00
	<b>Research Endowment Fund</b>		
6,30,000	Fixed Deposits with United Commercial Bank		6,30,000.00
	<b>Annual School Prize Fund</b>		
13,100	Fixed Deposit with United Commercial bank		14,100.00
	<b>Staff Benevolent Fund</b>		
5,400	Fixed Deposit with United Commercial Bank		5,400.00
	<b>Life Membership Fund</b>		
-	Fixed Deposit with United Commercial Bank		6,71,970.00
<u>17,38,822</u>		<b>TOTAL</b>	<u>25,41,991.64</u>

THAKUR, VAIDYANATH AIYAR & CO.  
Chartered AccountantsP.R. DUBHASHI  
Director & Member-Secy.G.C.L. JONEJA  
Hony. Treasurer



## THE INDIAN INSTITUTE OF PUBLIC

## Income and Expenditure Account

Figures for previous year	EXPENDITURE	
8,78,332	Pay & Allowances-Faculty & Supporting Staff including contribution to CPF	9,57,606.42
2,59,284	Pay & Allowances-Office of Academic Activities including contribution to CP Fund	2,87,048.10
35,132	T.A. to Faculty Members	44,432.27
1,500	Essay Prize Expenses	4,000.00
85,147	Research Seminars, Conferences and Group discussions	49,617.84
	Case Studies	3,598.20
	<b>Library</b>	
	Pay & Allowances including contribution to C.P. Fund	3,60,615.82
	Newsletters & Periodicals	22,528.85
4,00,405	Binding charges	<u>8,821.30</u> 3,91,965.97
	<b>Publications</b>	
	Pay & Allowances including contribution to CPF	1,74,396.89
	Journals and Periodicals	2,18,148.60
	Other Publications	1,17,525.08
	Honorarium to Correspondents	6,658.87
5,07,317	Royalty to Authors	<u>4,892.88</u> 5,21,622.32
	Royalty from M/s Asia Publishing House-written of	3,993.62
21,67,117	Carried Over	22,73,884.74

## ADMINISTRATION, NEW DELHI

for the year ended 31st March, 1983

(Figures in Rupees)

Figures for previous year	INCOME	
	<b>Grant-in-aid from Govt. of India, Deptt. of Personnel &amp; Admn. Reforms</b>	
	i) Recurring Grant	37,51,000.00
	ii) Special Grant for Housing Building Advance (including Rs.4,00,000 recd. in 1981-82)	6,90,000.00
28,47,761		44,41,000.00
	<b>Subscription</b>	
	Ordinary Members	56,352.55
	Associate Members	105.00
	Corporate Members	29,200.00
1,15,367	Library Membership	432.00
		86,089.55
29,810	Interest on Life Membership fund	36,472.34
	<b>Publications</b>	
	Subscription and sale of Journal and Periodicals	35,351.93
2,02,671	Sale of Other Publications Transferred from Research Endowment Fund	1,12,985.23
		28,000.00
		1,76,337.16
3,74,587	Receipts/Fees from various Paid courses(MDP)	5,45,517.46
1,05,243	Receipts/Fees from Consulting Assignments(net)	1,21,099.15
	<b>Rents</b>	
	Hostel	3,53,265.40
	Rent for Bedding/Furniture etc.	18,635.98
	Residential Quarters	50,109.15
	Auditorium	8,570.25
4,72,490	Others	4,530.60
		4,35,094.88
41,47,929	Carried Over	58,41,627.04

Figures for  
previous year

EXPENDITURE

21,67,117	Brought Forward	22,73,884.74
	Promotion of Branches Activities	
	Share of Membership Subscription to Branches	7,801.01
	Share of Interest on Life Membership Fund	7,336.03
	Regional Seminar & Conference Expenses	11,500.00
	Contribution to Branches	300.00
97,834	Research Subvention to Branches	<u>48,000.00</u>
		74,937.04
	Maintenance of Building, Hostel and Garden	
	Pay & Allowances-Maintenance Staff including contribution to C.P. Fund	1,83,214.00
	Pay & Allowances-Hostel Staff including contribution to C.P. Fund	1,33,316.47
	Repairs & Maintenance	2,23,770.89
	Water & Electricity charges(Net)	1,43,555.54
	Rents, Rates and Taxes	64,492.00
6,87,758	Hostel General Charges including improvement	<u>22,106.00</u>
		7,70,454.90
	Administrative Services	
	Pay & Allowances-Admn. including contribution to C.P. Fund	4,10,707.33
	Pay & Allowances-Acct.including contribution to C.P. Fund	1,34,078.19
5,01,678	Travelling Allowance-Staff	<u>98,275.00</u>
		6,43,060.52
50,000	Contribution to Gratuity Fund	1,00,000.00
	Office Expenses	
	Training & Stationery (Net)	84,300.34
	Running Charges of Photo Copying Machine	20,285.42
	Postate & Telegrams	91,977.94
2,88,374	Telephone Charges	<u>1,14,822.97</u>
		3,11,386.67
37,92,761	Carried Over	<u>41,73,723.87</u>

Figures for  
previous year

INCOME

41,47,929	Brought Forward	58,41,627.04
	Miscellaneous Income	
	C.H.S. Recoveries	5,165.50
	Interest on Savings Account	168.25
	Licence fee from Hostel/Mess and Canteen contractor	7,711.00
	Interest on Conveyance Advance	178.74
	Maintenance Charges for Conference Hall	680.00
	Service Charges	29,094.41
	Miscellaneous receipts	7,493.54
	Hostel/Lounge/Lawn Charges	600.00
	Photo Copying Charges	17,386.45
77,416	Subsidy from ICSSR for Documen- tation in Public Administration	<u>6,000.00</u> 74,477.89
1,94,740	Recovery of Overhead Charges from Research Projects/Programmes	2,37,953.02
3,49,883	Excess of Expenditure over Income	-
47,69,968	Carried Over	61,54,057.95

Figures for previous year	EXPENDITURE	
37,92,761	Brought Forward	41,73,723.87
	Services & Supplies	
	Liveries	33,249.27
	Conveyance charges	12,257.54
	Motor Car expenses	19,059.93
	Dak Delivery Van Expenses	6,910.06
	Jeep Expenses	4,607.55
	Amenities to Staff	1,800.00
1,31,277	Contingencies & Miscellaneous (including Honorarium to Auditors Rs.3500)	<u>84,820.73</u>
		1,62,705.08
93,169	Meetings - T.A.	69,345.10
39,572	Overtime Allowance	62,703.35
15,853	Pay & Allowances-Leave Reserve	12,848.63
	Pay & Allow-Research & consultancy Unit	6,845.04
2,61,753	Depreciation	2,64,634.58
	Centre for Rural Development Administration	
	Pay and Allowances including contribution to C.P. Fund	3,25,871.50
	Printing & Stationery	3,701.80
	Contingencies & Misc.	1,060.80
	T.A. Expenses	11,926.00
	Car Expenses	31,434.52
	Telephones charges	(-)2,239.45
3,45,695	Subscription to Newsletter & Periodicals	<u>1,911.30</u>
		3,73,666.47
89,888	Expenditure incurred on MDP Courses	2,07,825.03
	Excess of Income over expenditure	8,19,760.80
47,69,968	GRAND TOTAL	<u>61,54,057.95</u>

THAKUR, VAIDYANATH AIYAR & CO.  
Chartered Accountants

Figures for  
previous year

INCOME

47,69,968

Brought Forward

61,54,057.95

47,69,968

GRAND TOTAL

61,54,057.95

P.R. DUBHASHI  
Director & Member-Secretary

G.C.L. JONEJA  
Hony. Secretary

## THE INDIAN INSTITUTE OF PUBLIC

## Receipts and Payments Account

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 RECEIPTS
 

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## Opening Balances

Cash in Hand (including Petty Cash Imprest)	5,162.80	
State Bank of India, New Delhi in Current Account	21,295.61	
United Commercial Bank, New Delhi in Current and Savings Accounts	10,32,493.83	
First National City Bank, New York:		
In Savings Account	79,331.26	
In Current Account	<u>15,598.02</u>	<u>94,929.28</u>
		11,53,881.52
Part 'A'		
(i) Recurring grant from the Government of India, and Internal Receipts (Schedule I)		56,04,748.12
(ii) Non-Recurring grant from Government of India for House Building Advance to Employees (Schedule I)		2,90,000.00
Part 'B'		
Funds, Deposits and Advances (Schedule II)		6,23,408.11
Part 'C'		
Grant for Research Projects, etc. (Schedule III)		34,01,811.36

GRAND TOTAL

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 1,10,73,849.11
 

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 THAKUR, VAIDYANATH AIYAR & CO.  
 Chartered Accountants

## ADMINISTRATION, NEW DELHI

for the year ended 31st March, 1983

(Figures in Rupees)

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 PAYMENTS
 

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## Part 'A'

(i) Expenditure against recurring grant from Government of India and Internal Receipts (Schedule I)	53,08,909.04
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(ii) Expenditure against non-recurring grant from Government of India for House Building Advance to Employees (Schedule I)	6,90,000.00
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## Part 'B'

Payment out of Funds, Deposits and Advances (Schedule II)	8,37,029.99
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## Part 'C'

Expenditure against grants for Projects etc. (Schedule III)	33,60,531.87
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## Closing Balances

Cash in Hand (including Petty Cash Imprest)	2,988.71
State Bank of India, New Delhi in Current Account	54,983.81
United Commercial Bank, New Delhi in Current Account and Savings Account	7,22,238.77

## First National City Bank, New York:

In Savings Account	84,838.58	
In Current Account	12,328.34	97,166.92
		8,77,378.21

GRAND TOTAL

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 1,10,73,849.11
 

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 P.R. DUBHASHI  
 Director & Member-Secretary

 G.C.L. JONEJA  
 Hon'y. Treasurer



## THE INDIAN INSTITUTE OF PUBLIC

## SCHEDULE I OF RECEIPTS

Part 'A' - (1) Grant from the Government of India

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 RECEIPTS
 

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Grant-in-aid from D.P. & A.R. Ministry of Home Affairs (Recurring)	37,51,000.00
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## SUBSCRIPTIONS

Ordinary Members	56,352.55	
Associate Members	105.00	
Corporate Members	29,200.00	
Interest on Life Membership Fund	<u>34,740.71</u>	1,20,398.26

## INCOME FROM PUBLICATIONS

Subscription & Sale of Journal & other Publications	1,49,331.90
Amt. transferred from Research Endowment Fund	28,000.00

## RENT FROM

Residential Quarters	53,515.20	
Auditorium	8,570.25	
Hostel	4,51,705.78	
Others	4,056.30	
Land	<u>19.00</u>	5,17,866.53

Miscellaneous Receipts	89,005.00
Conveyance Advance (Refund)	7,918.00
Festival Advance (Refund)	22,720.00
House Building Advance (Refund)	46,440.00
Receipts on account of overhead charges	2,37,953.02
Fee from various paid courses (Net)	1,18,758.16
Fee from consulting Assignment (Net)	1,21,099.15

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 Carried Forward
 

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52,10,490.02

## ADMINISTRATION, NEW DELHI

## AND PAYMENTS ACCOUNT

## and Internal Resources

(Figures in Rupees)

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 Payments
 

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## Pay &amp; Allowances

Pay & Allowances-Faculty	7,12,607.36	
Employer's Contribution to C.P. Fund	35,257.00	
Supporting Staff	2,31,506.75	
Employer's Contribution to C.P. Fund	10,887.25	
Leave Reserve	13,390.24	
Employer's Contribution to C.P. Fund	439.00	
Office of Academic Activities	2,79,450.40	
Employer's Contribution to C.P. Fund	13,138.00	
Library	3,53,222.63	
Employer's Contribution to C.P. Fund	16,498.00	
Journal & Publications	1,70,208.45	
Employer's Contribution to C.P. Fund	8,496.00	
Hostel	1,29,813.03	
Employer's Contribution to C.P. Fund	5,960.00	
Maintenance	1,79,590.47	
Employer's Contribution to C.P. Fund	8,407.00	
Administration	4,03,304.12	
Employer's Contribution to C.P. Fund	10,966.00	
Accounts	1,27,045.19	
Employer's Contribution to C.P. Fund	6,838.00	
Research & Consultancy Unit	4,995.04	
O.T.A.-I.I.P.A.	<u>61,597.55</u>	27,89,617.48

## TRAVELLING ALLOWANCES

T.A.-Faculty	35,732.27	
T.A.-Institute	98,275.00	
T.A.-Meetings	<u>69,345.10</u>	2,03,352.37
Promotion of Branch's Activities		75,527.74

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 Carried Over

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 30,68,497.59
 

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 RECEIPTS
 

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Brought Forward 52,10,490.02

Fee from MDP Courses

7th Course on Finance for Non-Finance Executives	700.00	
1st Course on Ethics & Administration	10,000.00	
3rd Course on Project. Management	2,000.00	
6th Course on Mgt. of Human Resources	2,100.00	
6th Adv. Course on Material Planning	1,400.00	
8th Course on Fin. for Non. Finance Executives	7,100.00	
9th course on Computers in Management	1,200.00	
6th Workshop on M.I.S.	14,660.00	
Spl. Course on Perf. Budg. for P.S.U.	1,000.00	
4th Adv. course on Project Management	21,000.00	
All India top level National Seminar on Effectiveness of Project Mgt. Under Indian Conditions, Problems & Prospects at Srinagar	76,000.00	
9th Course on fin. Mgt. Techniques	4,000.00	
7th Adv. course on Materials Planning	4,200.00	
7th Course on New dimension in Mgt. of Human Resources	5,600.00	
4th W/Shop on Proj. App. Impl. Plan	8,000.00	
4th course on PIME-Agril.	33,159.40	
1st Course on Plg. on Rural Development	21,500.00	
2nd Course on Fundamental of Computer for IA & AS Probationers	24,000.00	
4th Spl. Course on Proj. Form. & Implementation Power-Jabalpur	25,000.00	
Six Capsule course on Proj. Mgt. for Central Electricity Authority	72,000.00	
Spl. Executive Proj. on Advanced Development Administration for Executive of Govt. of Gujarat at Ahmedabad	30,188.50	
Trg. Course on Fin. Mng. including Mgt. Accounting & Perf. Budgeting for officers of Govt. of Gujarat	28,250.20	3,94,258.10
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Carried Forward 56,04,748.12

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 PAYMENTS
 

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Brought Forward		30,68,497.59
<b>Research, Seminars &amp; Conferences</b>		
Research Seminars, Conferences & Group discussions	6,366.70	
<b>Research, Projects/Seminars</b>		
Social Evaluation of Public Enterprises & Orgnl. Relationship	2,135.92	
Judicial Policy Formulation in India - An Empirical Analysis of some Fundamental Assumptions	13,160.89	
Administrative Stress	11,719.20	
Nature & Scope of Public Sector in India's Strategy for Development	1,290.00	
Study of Impact of Criminal Justice in society	3.60	
Monitoring & Evaluation of Physical Progress and its Integration with Financial Progress - a case study of Fertilizer project	897.60	
Seminar on Role & Relevance of Pub. Services in a Democratic Context	1,805.97	
Prog. Mgt. Association & IIPA Seminars	21.84	
Study of Adversary and Inquisitional Systems of Criminal Justice	9,250.00	
Workshop on Job Evaluation	850.00	
Case Study	3,598.20	
Impact of Govt. Policy on Socio-Economic conditions of Scheduled castes in Rural Areas	1,212.59	
Study of Formulation of Agrl. Policy including Policy regarding Priority to Production in Indian Planning	469.70	
A. Socio-Economic Study of the Chenchupally Weaker Section Cooperative Joint Farming Society.	1,766.80	
I.A.S. - A Retrospective Analysis	1,477.23	56,026.24
		<hr/>
Carried Forward		31,24,523.83

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RECEIPTS

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Brought Forward

56,04,748.12

Carried Forward

56,04,748.12

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 PAYMENTS
 

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	Brought Forward	31,24,523.83
<b>Library</b>		
Books	1,03,950.18	
Subs. to Newsletter & Periodicals	22,528.85	
Library Equipments	8,297.52	
Binding Charges	<u>7,110.95</u>	1,41,887.50
<b>Publications of:-</b>		
Journal	1,35,470.10	
Newsletter	6,965.50	
Documentation in Public Admn.	38,440.57	
Other Publications	1,00,191.50	
Electoral Roll	<u>1,370.00</u>	
Framing of India's Constitution -		
Binding charges	1,788.00	
Royalty to Authors	4,892.88	
Hon. to correspondents	<u>6,658.87</u>	2,96,186.91
Essay Prize Competition		4,000.00
<b>Works</b>		
Repairs & Maintenance	2,21,597.68	
Rents, Rates & Taxes	64,492.00	
Water & Electricity, Charges	<u>1,38,125.39</u>	4,24,215.07
<b>Hostel</b>		
Hostel General Charges	21,894.65	
Hostel-Improvement	<u>749.00</u>	22,643.65
Furniture, Fixture & Office Equipment		34,707.49
<b>Office Expenses</b>		
Printing & Stationery	58,576.93	
Telephone Charges	1,13,358.61	
Postage & Telegrams	92,260.29	
Maint. & running charges for Photo		
Copying Machine	<u>18,533.94</u>	2,82,729.77
<b>Services &amp; Supplies</b>		
Conveyance Charges	12,257.19	
Dak Delivery Van Charges	6,966.97	
Motor Car Expense:	18,735.72	
Jeep Expenses	4,680.03	
Liveries	33,249.27	
Amenties to Staff	<u>1,800.00</u>	77,689.18
	Carried Forward	44,08,583.40

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RECEIPTS

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Brought Forward

56,04,748.12

Carried Forward

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56,04,748.12

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 PAYMENTS
 

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Brought Forward		44,08,583.40
Contingencies & Miscellaneous		72,706.87
Honorarium to Auditors		3,500.00
Grant of Advance for Purchase of conveyance		7,550.00
Grant of Advance for House Boulding		1,96,080.00
Grant of Advance Festival		23,000.00
<b>Centre for Rural Development Admn.</b>		
Pay & Allowances	3,20,501.07	
Emp. Cont. to CPF	15,998.00	
Printing & Stationery	3,701.80	
Misc. & contingencies	1,044.10	
Library Books	11,563.20	
Car Expenses	31,807.87	
Telephone Charges	(-)2,239.45	
Travelling Allowance	12,076.00	
Overtime Allowance	194.25	
Library Subs. to N.L. & Periodicals	1,911.30	3,96,558.14
<b>Expenditure of MDF Courses</b>		
Ist Course on Quantitative Methods in Management	120.00	
Ist Course on Ethics and Administration	6,366.71	
9th Course on Computers in Management	50.00	
All India Top Level Seminar on Effectiveness of Project Formulation & Impl. Monitoring at Eval. at Srinagar	56,171.05	
2nd Course on Economic Analysis of Public Sector Management	585.30	
8th Course on Finance For Non-Finance Executives	4,516.29	
Course on General Management for Mgt. Tranees of Hindustan Copper Ltd. Calcutta	1,215.00	
6th Workshop on M.I.S.	5,669.75	
4th Adv. Course on project Management	7,602.00	
2nd Course on Quantitative Methods in Management	457.80	

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Carried Forward	82,753.90	51,07,978.41
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 RECEIPTS
 

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Brought Forward	56,04,748.12
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Total Part A	56,04,748.12
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Excess Expenditure as at 31.3.83	41,002.96
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TOTAL PART 'A'	56,45,751.08
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## Part A (ii)

Grant from Govt. of India, Deptt. of Personnel &  
Administrative Reforms, for House Building  
Advance to Employees (Rs.4 lakhs received  
during 1981-82)

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 2,90,000.00
 

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1. Certified that against the grant of Rs.37,51,000 received from the Government of India for the year 1982-83 an amount of Rs.37,92,002.96 paise (including the excess expenditure of Rs.3,36,842.04 paise incurred during 1981-82) was utilized during the year for the purpose for which it was intended, as per the above statement.

THAKUR, VAIDYANATH AIYAR & CO.  
Chartered Accountants

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 PAYMENTS
 

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Brought Forward	82,753.90	51,07,978.41
National Seminar on Computers Appliation	1,037.30	
2nd Course on Integrated App. to Budgeting	541.14	
7th Course on New Dimensions in the Management of Human Resources	2,959.10	
9th Course on Financial Management Tech.	1,762.93	
1st Course on Human Resources Mobilisation	391.20	
7th Adv. Course on Materials Planning	2,733.87	
10th Course on Computers in Management	541.50	
4th Non-Residential W/Shop on Proj. App.	4,330.72	
1st Course on Regional Planning	506.77	
2nd Course on Ethics & Administration	681.56	
4th Spl. Course on Proj. Formulation & Implementation Power at Jabalpur	12,644.25	
2nd Course on Eval. Methodology & Tech.	50.50	
4th Course on PINE-Agrl.	14,148.41	
1st Course on Plg. for Rural Development	6,233.02	
Trg. Course on Financial Mgt. Including Mgt. Accounting & Perf. Budgeting for Officers of Govt. of Gujarat	14,858.67	
Prog. on Adv. Admin. for Executives of Govt. of Gujarat	15,867.70	
Six Courses on Proj. Mgt. CEA	38,295.37	
2nd Spl. Course on Fundamentals of Computers for IA&AS Prob.	592.72	2,00,930.63
Excess Expenditure as at 31.3.82		53,08,909.04
Total Part 'A'		3,36,842.04
		56,45,751.08

## Part 'A'. (ii)

House bldg. Advance against Non-Recurring Grant from Govt. of India, Deptt. of Personnel & A.R.

6,90,000.00

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2. It is also certified that the special grant of Rs.6.90 lakhs (including Rs.4 lakh received during 1981-82) received from the Govt. of India for House Building Advance to employees was utilized for the purpose for which it was intended.

P.R. DURHASHI  
Director & Memoer-Secretary

G.C.L. JONEJA  
Hony. Treasurer

## THE INDIAN INSTITUTE OF PUBLIC

## SCHEDULE II OF RECEIPTS

## Part 'B' - Funds,

## RECEIPTS

## Part 'B'

Subscription to Life Membership Fund	3,02,924.50
Staff Benevolent Fund	692.00
IIPA Employees Group Insurance Scheme	6,174.50
Library Deposit	3,400.00
Gratuity Reserve Fund	62,912.60
Research Revolving fund	27,100.00
S.D. towards Electricity by IAMR	11,437.50
Unpaid Salaries	2,237.86
Silver Jubilee Fund	35,000.00
Advance to Miss Rohini Bhushan	100.00
Advance to Shri P.M. Bakshi	5,000.00
Advance to Shri S. Venugopala Rao	6,000.00
Advance to Shri K.R. Nair	287.05
Advance to Shri S.N. Pandita	1,389.50
Annual School Prize Fund	529.11
Mess Charges	21,884.08
F.D. with S.B.I., New Delhi	32,175.00
S.D. from Contractors	3,936.27
Research Endowment Fund	97,791.00
F.F. IV Interest	2,237.64
Insurance	199.50

Total Part 'B'

6,23,408.11

THAKUR, VAIDYANATH ALIYAR & CO.  
Chartered Accountants

## ADMINISTRATION, NEW DELHI

## AND PAYMENTS ACCOUNTS

## Deposits and Advances

(Figures in Rupees)

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 PAYMENTS
 

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## Part 'B'

Const. of 3rd Floor on IIPA Hostel	13,612.37
T.A. Advance	7,559.55
Advance to Shri S.C. Joshi	100.00
Advance to Shri B.T. Singh	150.00
Advance to Prof. A.P. Barnabas	200.00
Advance to Mrs. S. Mahajan	122.95
Advance to Shri R.K. Verma	203.76
Advance to Shri B.B. Sahay	4,350.00
Advance to Miss Jyoti Verma	500.00
Advance to Mr. Pranab Bhattacharya	1,000.00
F.D. with UCO. Bank	4,86,000.00
S.T.D. with UCO. Bank	36,200.00
S.D. with MCD, Delhi for water Meters	710.00
S.D. with DESU	28,300.00
Stale Cheque A/C	132.85
Amt. Payable to Faculty	1,314.96
Suspense Account	1,511.00
Amount payable to Staff	3,162.71
Postage Impreset	1,899.84
Short Term loan from UCO. Bank	2,50,000.00

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 Total Part 'B'

8,37,029.99

 P.R. DUBHASHI  
 Director & Member-Secretary

 G.C.L. JONEJA  
 Hony. Treasurer

## THE INDIAN INSTITUTE OF PUBLIC

## SCHEDULE III OF RECEIPTS

## Part 'C' - Receipts for Projects, Courses

## RECEIPTS

## Part 'C'

Grants for Sponsored Trng. Prog. Etc.	
Grant from M/W & H for C.U.S.	7,09,000.00
Sale of C.U.S. Publications	22,913.46
Subscription to Nagarlok	10,379.89
Grant from M/W & H for Seminar on Integrated Dev. of Small & Medium Towns	13,984.00
M/W & h for 2 courses on Integrated Development of Small & Medium towns	20,000.00
Fee-2nd Course on Urban Proj. Appraisal	700.00
Fee-9th Course on Valuation & Assessment of Property Taxes	10,000.00
Fee-3rd Course on Prevention of Food adulterations	2,334.49
Fee from HUDCO for Workshop for Middle & Sr. Level Executives	4,320.00
Fee-3rd Course on Urban Proj. Appraisal	15,400.00
Fee-1st Course on Urban Proj. Appraisal	700.00
Fee-3rd Course on Urban Management	15,600.00
Grant from DP & AR for APPPA	2,68,000.00
Grant from DP & AR for Courses under Management Orientation Programme	2,16,000.00
Grant for Study Tour Abroad - 7th APPPA Participants	1,40,000.00
" " 8th APPPA Part.	4,67,000.00
" " 5th " "	1,181.29
Grant from DPAR for Workshop on Case Studies	20,000.00
Grant from M/W & H for Hostel	90,000.00
Grant for Seminar on Orientation on India's Policy on Environment	14,600.00
Grant for Course on PIME-Agriculture	3,348.40
Grant for Study on Administrative Decentralisation in India, Nagoya, Japan	9,210.40
Grant for Programme on Project Monitoring & Evaluation for Middle & Senior Level Executives - R.E.C.	24,000.00

Carried Over

20,79,337.93

## ADMINISTRATION, NEW DELHI

## AND PAYMENTS ACCOUNTS

and Consulting Assignments, etc.

(Figures in Rupees)

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 PAYMENTS
 

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## Part 'C'

## Sponsored Trng. Programme etc.

Grant receivable from M/o Works & Housing	83,000.00
Centre for Urban Studies	6,11,864.77
Publication of Nagarlok	26,204.75
Seminar on Integrated Dev. of Small & Medium Towns	5,824.88
First Course on Integrated Development of Small & Medium Towns	9,084.77
2nd - do -	8,604.78
3rd Course on Urban Proj. Appraisal	3,770.10
9th Course on Valuation & Assessment of Property Taxes	4,552.96
3rd Course on Urban Management	6,226.59
HUDCO Workshop for Sr. & Middle Level Executives	4,232.02
Advanced Prof. Prog. in Pub. Adm.	3,59,472.88
Study Tour Abroad Vth APPPA Participants	456.71
" " VIIth " "	(-)602.18
" " VIIIth " "	5,27,662.82
Workshop on case Study	20,000.00
4th Spl. Capsule course on Proj. Mgt. for Central Electricity Authority	19,058.97
3rd Course on Integrated Finance of Ministries/Departments	2,605.69

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 Total Carried Over
 

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16,92,220.51

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 RECEIPTS
 

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Brought Forward	20,79,337.93
Fee for Ist Course on Mgt. of Rural Dev.	13,387.00
Fee for Spl. Course on Modern Mgt. for Deptt. of Space & ISRD at Sriharikota	19,410.90
Grant for National Workshop on Appraisal & Selection of Investment Proposals	16,000.00
Grant for 7th MDP for empanelled Dy. Secretaries of the Central Secretariat Services	22,579.62
Grant for Course on Dev. & Environment	18,000.00
Grant from DP & AR for 3rd MDP for Group 'A' Officers	55,000.00
Grant for DPAR for 4th MDP for Group 'A' Officers	40,000.00
Fee. for Special Prog. in the Fundamentals of Computers for the IA&AS Prob.	12,000.00
Fee from D.P.A.R. for Course on Dev. through Participation	12,329.74
Grant from DPAR for 5th Top Level Seminar on Planning & Imp. System	(-)11,234.71
Grant from DPAR for Pub. of 5 Volumes	50,000.00
Grant from DPAR for National Seminar on District Administration	16,000.00
Grant from DPAR for 4th Course for officers of Integrated Finance, Ministries/Deptts.	15,500.00
Grant from DPAR for 4th EDP for Group 'A' Officers	40,000.00
Fee for 2nd Course in Development through Participation	16,500.00

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 Total Carried Over

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 24,14,810.48
 

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 PAYMENTS
 

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Brought Forward	16,92,220.51
Seminar on Orientation on India's Policy on Environment	7,079.64
Spl. Course on Modern Mgt. for Deptt. of Space & ISRO at Sriharikota	2,256.00
National Seminar on Dev. of Teritary Sector in Rural Areas	122.00
Study on Administrative Decentralisation in India - Nagoya, Japan	1,636.45
National Workshop on Appraisal and Selection of Investment Proposals	14,124.00
Course on Project Monitoring & Evaluation for Sr. & Middle level Executive of R.E.C.	10,973.19
1st Course on Management of Rural Dev.	11,672.35
3rd EDP for Group 'A' Officers	54,243.70
Seminar on Institutional Finance for IRD Prog. for N. Region	100.00
National Seminar on Distt. Administration Publication of 5 Volumes (DPAR)	9,881.59
7th MDP for Empanelled Dy. Secretaries of the C.S.S.	13,387.50
Seminar on Desert & Drought Prone Areas	22,579.62
Special Programme in Fundamentals of Computers for I.A.A.S. Probationers	5,500.00
3rd Course on PIME-Agrl.	12,000.00
4th MDP for Group 'A' Officers	3,348.40
Spl. Course on Personnel Mgt. for Executive I.D.C. of Orissa, Bhubaneswar	36,444.84
Course on Dev. through Participation	11,456.52
2nd - do -	9,034.32
1st App. course on Dev. & Environment	47.10
Top Level Seminar on Mgt. of Economic Development - New Horizons	18,000.00
4th Course on Fin. Mgt. for Officers of Intg. Finance Dev. M/Depths.	288.86
Expenditure on Course under Management Orientation Programme (MOP)	347.96
	2,69,061.17

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 Total Carried Over
 

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 22,05,815.72
 

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 RECEIPTS
 

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Brought Forward	24,14,810.48
<b>Grant from ICSSR for Research Projects/Fellowships:</b>	
Inter-dependence of Goods for Services Sector in a Developing Economy	9,028.00
Estt. of Data Information System for Corporate Sector in India	1,00,000.00
Nationalisation in Non-Agrl. Sector of Indian Economy since 1947	10,110.00
Fellowship to Shri J.D. Sethi	40,672.00
Regulatory Admn. of Private Corporate Sector in India	2,00,000.00
Pol. Dimensions on MNCS	79,000.00
Compilation of a Select Bibliography of State Govt. Publications	3,000.00
Foreign Private Capital in India	
Phase -II	14,713.00
" " Phase - I	2,282.56
Fellowship to Miss Jyoti Verma	7,200.00
Fellowship to Mrs. Shanta Kohli Chandra	2,850.00
Corporate Studies Group Micro Processing charges	2,101.77
" " Sale of Publications	4,210.00
Impl. of the Integrated Rural Dev. Programme	
Admn. Design & Issues - Case Study	4,439.00
Fellowship to Shri B.R. Nanda	22,417.00
Prep. of Bibliography of 2nd Survey in Public admn.	1,145.88
Fellowship to shri Shanti Kothari	19,000.00
<b>Grants for Res. Projects/Seminars</b>	
Seminar on Desert & D.P. Areas	5,500.00
Comparative Perf. of Public Enterprises & Large Private Sector companies	75,000.00
Concurrent Eval. Study of TRYSEM in Rajasthan	10,000.00
Appraisal of DPAP in Pali Distt. & Prep. of Annotated Bibliography in DPAP	4,025.34
Unit cost of creating a Job for Central Govt. Employees in N. Delhi.	80,000.00
Bench-Mark Studies of Socio-Economic conditions of People-Drought Prone Areas of W.B., Haryana, J. & K.	80,500.00
Distt. Plg. Cells-DPAP-PURULIA	10,777.04
<b>Total Carried Over</b>	<b>32,02,782.07</b>

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 PAYMENTS
 

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Brought Forward	22,05,815.72
<b>ICSSR Research Projects/Studies</b>	
Fellowship to Shri J.D. Sethi	51,396.27
Fellowship to Shri B.R. Nanda	26,382.78
Regulatory Admn. of Private Corporate Sector in India	1,94,722.88
Establishing of Data Information system on Corporate Sector in India	91,790.19
Political Dimensions of MNC's	1,38,773.86
Nationalisation in Non-Agrl. Sector of Indian Economy since 1947	12,479.80
Victims of Crime	8,950.00
Inter-Dependence of Goods & Service in a developing economy	7,585.01
Compilation of Select Bibliography of State Govt. Publications	2,646.40
Fellowship to Miss Jyoti Verma	3,070.97
Crisis in Higher Education-Escalating Costs & Rising Aspirations-Search for Alternative Models	1,389.50
Fellowship to Prof. Shanti Kothari	3,064.50
Fellowship to Shri J.R. Saha under commonwealth Fund	1,611.00
<b>Research Projects</b>	
Rationalisation of system of grant in aid M/Social Welfare	21,117.23
Evolution of Energy Policy in India	17,370.28
Unit cost of Creating of Jobs for Central Govt. Employees in New Delhi	1,00,842.22
Rehabilitation of Bonded Labour in M.P., Orissa & Bihar	9,274.81
Evaluation-cum-Monitoring of TRYSEM	9,745.60
Bench Mark Studies of Socio-Economic conditions of People in Drought Prone Areas of W.B., Haryana & J&K	1,02,247.63
Concurrent Eval. Study of TRYSEM in Rajasthan	21,278.20
CIRDAP Study on Improving Delivery System for small Farmers in T. Nadu	30,509.85
Election to Delhi Metropolitan Council	4.90
Distt. Plg. Cells-Purulia	(-)-7,898.80
	<hr/> 30,54,170.80 <hr/>

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 RECEIPTS
 

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Brought Forward.	32,02,782.07
Fee from consulting Assignments/Pilot Studies	
Periyar-Vagai, Madurai	6,593.50
Work for Ministry of Irrigation (Narmada Cell)	2,400.00
Block Level Plan-Arunachal Pradesh	5,666.29
Financial Implications for the Perspective Plan for Delhi 2001 A.D.	28,000.00
Simla Municipal Corporation - Retirement Benefits of Employees	1,545.87
UNHCR - Study of Refugees	4,000.00
Rly. Report on Delegation of Power	56,317.92
Orissa Industrial Dev. corpn.	21,504.50
I.T.D.C.	1,000.00
Designing a computerised Finance Accounting & Control System for Govt. of Gujarat, Ahmedabad	28,001.21
Reorganisation of Directorate of Re- settlement, M/Defence, Govt. of India	44,000.00

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 Total Part 'C'

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 34,01,811.36
 

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 THAKUR, VAIDYANATH AIYAR & CO.  
 Chartered Accountants

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 PAYMENTS
 

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Brought Forward	30,54,170.80	
Comparative Performance of Public Enterprises and Large Private Sector Companies		84,450.51
Study of Appraisal of DPAP in Pali district		3,145.49
Amt. reimbursable by Bihar Agril. Marketing Board		(-)564.00
Consulting Assignments/Pilot studies		
Designing & Computerised Financial Accounting Control system for Govt. of Gujarat, Ahmedabad	29,440.71	
Staff Strength of Rly. Board	285.45	
Mgt. Study of the work of the Headquarters & Regional Office of Kendriya Vidyalaya Sangathan	10,981.89	
Designing of M.I.S. for Industrial Dev. Corpn. Orissa.	22,681.62	
Pariyar-Vagai Projects, Madurai	3,266.00	
Work for Ministry of Irrigation in connection with Narmada Cell	2,400.00	
Railway Report on Delegation of Power Simla Municipal corpn. Retirement Benefits of Employees	37,467.12	
Financial Implications for the Perspectives Plan for Delhi 2001 A.D.	1,545.87	
Sanjaya Gandhi thermal Station & Tons Hydro-Elect. Proj. M.P.E.B.	11,027.21	
Amt. reimbursable by Municipal Corpn. Indore	59.50	
I.T.D.C.	1,260.00	
Reorganisation of D'te of Resettlement M/Defence, Govt. of India	1,000.00	
UNHCR Study on Refugees	29,280.72	
D.P.S.E.R.-Bikaner	2,372.16	
	<u>9,157.87</u>	1,62,226.12
Distt. Plg. Cells - DPAP		57,102.95
Total Part 'C'		<u>33,60,531.87</u>

P.R. DUBHASHI  
Director & Member-Secretary

G.C.L. JONEJA  
Hon'y. Treasurer